**BA in Management Program
Spring 2021**

**ORG 301 – Organizations and Organizing**

**Instructor:** **Ozan Duygulu**

**Office:** SBS 1033

**Phone:** 90 216 483 9653

**Fax: (**0216) 483-9699

**Email:** ozan.duygulu@sabanciuniv.edu

**Office Hours:** By appointment, if online send e-mail

|  |  |  |  |
| --- | --- | --- | --- |
| **Type** | **Time** | **Days** | **Where** |
| Class | 11:40 - 13:30 | W | Online |
| Class | 08:40 - 09:30 | F | Online |

**Course Objective:**

This course offers students a conceptual toolbox to approach organizational problems from ‘a high level of consciousness.’

The aim of the course is to equip students with the knowledge and skills to design well-functioning organizations. Throughout the course, students will develop self-authorship of organization theory concepts, and acquire skills to apply them in an integrated manner in various organizational contexts.

This course would be of interest to all management students as well as to the natural sciences & engineering and art & social sciences students who intend to pursue management careers.

**Learning Outcomes:**

Upon successful completion of the course, the student will be able to:

1. describe what a theory is;
2. identify basic organizational theories;
3. identify the main contingency elements;
4. identify important actors and institutions in a focal organization’s environment;
5. identify the relevance of management sciences in present day management practice;
6. develop analytical and critical thinking skills.
7. improve their oral and written communication skills.

**Course Material:**

Required Textbook:

Organization Theory & Design: An International Perspective by Richard L. Daft, Jonathan Murphy and Hugh Willmont, Cengage Learning, 2020 (4th Edition).

<https://www.homerbooks.com/urun/organization-theory-and-design>

The links for you to order the book (either in ebook or physical form) will be provided via SuCourse. In addition, the information center of our university has previous versions of this book which are quite similar to 4th edition, so do not hesitate to borrow those as well.

**Course Web:**

SuCourse+ site is the main channel of communication of the course. Assignments, slides, additional reading material, grades and announcements will be posted on the website. Assignment submissions will be made through SuCourse. Turnitin reports are required for submissions. Students should check SuCourse regularly on a weekly basis.

**Instructional Design:**

This course has a hybrid design: (i) we will have synchronous online lectures on Zoom, and (ii) asynchronous lecture videos will be posted on SUcourse, if necessary. During online lectures, I encourage active student engagement. Accordingly, there will be several in-class exercises, videos, case studies, presentations, debates and discussions. Required readings (the book chapters and the additional readings) and the asynchronous lecture videos serve as a basis for our in-class learning activities and discussions. I expect students come to the Zoom sessions prepared.

**Grading**:

|  |  |
| --- | --- |
| Reflection Paper | 20 % |
| Final Exam | 30 % |
| Learning Activities | 20 % |
| Practitioner Essay | 10 % |
| Presentation | 10 % |
| Participation | 5 % |
| Attendance | 5 % |

**Requirements:**

**Reflection Paper (20%):** You are to prepare a reflection paper in which you reflect on one real life issue (might be your experience and/or any organizational phenomenon that you think is interesting) by using the theories/approaches/terminology used in the course.

Reflection papers are meant to be an opportunity for you to do just that, reflect on issues of importance to you that have been raised in class. This may be either through your reading of the material, or because you are now thinking more about what is going on around you or the news. In this day of constant activity, assault by social media, hyper competition, managers have little time to reflect. The idea is to give you the space to do just that. And on issues that are of importance to you.

The deadline for reflection paper is April 11 Sunday at 23:55.

The reflection paper should not exceed 1500 words. The format is A4, 1-inch margins, Times New Roman, 12 pts, double-spaced, left-aligned. Make sure include your name and student number in the header of the essay. Add page numbers. You will submit your paper on SuCourse (no hardcopy required). Turn-it-in reports will be required.

**The Final Exam (30%):** The final exam is a comprehensive exam. The subject matter for the final exam includes all material covered in the course including book chapters, additional readings, lecture slides, in-class exercises, cases, assignments, practitioner essays, video essays and the oral information provided in the sessions.

The final exam must be taken at the scheduled time and day. Only students with university-approved excuses can take a make-up exam.

**Learning Activities (20%):** There will be several short assignments/exercises throughout the semester, including but not limited to (i) preparing short reports, (ii) making short presentations, (iii) taking quizzes, (iv) writing reflection papers, (v) handing in case analyses, (vi) participation to in-class exercises, (vii) short quizzes, and (viii) taking active part in class discussions. Some of these activities will be homework assignments and some others will be in-class exercises.

The deadlines for the homework assignments are hard deadlines. Late assignments are not accepted. You need to be present in the class to participate the in-class exercises. There are no make-ups for learning activities.

**The Practitioner Essay (10%)**

You will write an essay for practitioners (i.e., your target audience). Practitioners are managers, white-collar employees, consultants and experts in organizations. Based on two coherent academic articles about a pre-defined organizational topic, you will transform the academic language/jargon in the academic articles to everyday language. In an attempt to bridge the arguably distant worlds of academics and practitioners in organizational studies, your essay will integrate the gist of these academic articles and make them accessible to a wider audience.

First, you will choose a chapter from the book. Then you will select a specific topic from that chapter. Several students can choose the same chapter, but each student is expected to identify a ‘unique topic’. Make sure to note down your topic selection on the shared ‘practitioner essay’ googlesheet on the SuCourse, so other students will not take the same topic (first come first served) (<http://bit.ly/PractEssay>). You can see your classmates’ topic selections in this sheet as well. Do not pick the same topic. The deadline for the topic selection is March 28 Sunday at 23:55.

After you register your topic, search your topic on googlescholar (<https://scholar.google.com/>) and find 2 coherent academic articles about your topic. Your articles must be from the top academic journals listed on the Financial Times top research journals list (i.e., the FT50 list, <http://bit.ly/ft50journals>, except 2.Academy of Management Review, 9.Harvard Business Review and 47.Sloan Management Review). Make sure that both of your papers are empirical papers (qualitative or quantitative), but not literature reviews, meta-analyses, or theoretical papers. You should check with me once you find your articles. Please do not hesitater to send me e-mails.

Finally, read and understand your papers, and write an integrative essay about your topic (not just the summaries of two papers!) aimed at the practitioners.

Here are some tips to keep in mind when writing your practitioner essay: (i) Do not put the summaries of two academic articles one after another, but instead integrate their findings and write a holistic story. Use the evidence from these articles whenever relevant. Your essay is not about any of these articles particularly, but about the topic you selected. (ii) Always keep your audience in mind. Your writing must be accessible to them. Imagine your audience as smart and intelligent people (so they understand what they read) but do not have any academic knowledge about your topic. You need to walk them through your topic step by step. (iii) Your essay should have an appealing (striking!) title that arouse the reader’s interest. (iv) The first paragraph is also very important, as the reader will decide whether he/she will read the rest of your essay based on this paragraph. So, start with an engaging story, a question, a quote, or a dilemma that will draw the attention of your readers. (v) Define your topic -and concepts- (what is the essay about, what are the core definitions), make sure to explain its importance (why is it important, why should I read it), relevance (how is it relevant to me), and contribution (so what, what is in it for me, how will I benefit from it) to the audience upfront. (vi) You can use bullet points or text boxes to bring forward the essential points. (vii) Strive for having a smooth flow of ideas. Your structure is important. (viii) Do not opt for long paragraphs. Discuss one idea in one paragraph, if you will start talking about another idea make a separate paragraph. (ix) You can structure your paragraphs under sub-headings to make them more comprehensible. (x) You can use figures, tables or pictures, if you find them helpful.

The essay should not exceed 2000 words. The format is A4, 1-inch margins, Times New Roman, 12 pts, double-spaced, left-aligned. Make sure include your name and student in the header of the essay. Add page numbers. You will submit your essay and the two academic articles electronically on SuCourse (no hardcopy required). Turn-it-in reports will be required.

The deadline for the practitioner essay is April 25 Sunday at 23:59. Late submissions are deducted 20 points per day, so plan ahead!

**Presentation (10%):** You will be assigned into groups of 3 randomly. In your group you will decide on a topic that we covered in the class and you will prepare a presentation that involves further research on that topic. For example, if you select “Technology and Design”, you are required to go through the session we covered first, and then you will be expected to do further research on the topic. Your further research should include real life examples of the topic and how these examples can be related to course material. You will prepare a presentation and as a group you will present (via Zoom) and record your presentation among yourselves. Then, you will upload your recording to the shared drive of the course.

The presentation should be around 10 minutes and all the members need to contribute equally. You will be graded both on your ability to conduct further research/come up with examples related to topic and your ability to present your findings.

Deadline for uploading your presentation May 9 Sunday at 23:59.

**Participation (5%):** The participation for the class will have multiple angles. First, you are encouraged to ask questions and/or add comments during the sessions. It is not easy to participate in online sessions for multiple reasons, but I highly suggest you to engage in the class discussions as if we are in the classroom. Secondly, considering the aforementioned difficulties, your participation will be measure through various Forum posts on SuCourse. I will constantly post question on the forum and expect you to not only answer the written question but also debate with your friends as the discussion evolves. Finally, you are more than welcome to arrange individual zoom meetings (office hours) to ask me questions regarding the course or organizations in general. Your effort, not the quality in these three methods of participation will be evaluated at the end of the term and you will be graded accordingly.

**Attendance (5%):** Attendance to the lectures accounts for 5% of your overall grade.

**Academic Honesty:**

Learning is a matter of personal integrity; you should only represent your own work as yours. Any work that is submitted to be evaluated in this class should be an original piece of writing, presenting your ideas in your own words. Everything you borrow from books, articles, or web sites (including those in the syllabus) should be properly cited. Although you are encouraged to discuss your ideas with others (including your friends in the class), it is important that you do not share your writing with anyone. Using ideas, text and other intellectual property developed by someone else while claiming it is your original work is *plagiarism*. Copying from others or providing answers or information, written or oral, to others is *cheating*. Unauthorized help from another person or having someone else write one’s paper or assignment is *collusion*. Cheating, plagiarism and collusion are serious offenses that could result in an F grade and disciplinary action. Please pay utmost attention to avoid such accusations.

Please note that citing does not always prevent plagiarism. Check this link about quoting and paraphrasing <http://bit.ly/QuotingParaphrasing>.

**Classroom policies and conduct:**

Our program values participatory learning. Establishing the necessary social order for a participatory learning environment requires that we all come prepared to make helpful comments and ask questions that facilitate your own understanding and that of your classmates. This requires that you complete the assigned readings and watch the recorded lectures for each session before class starts. Please attend to the sessions on time.

**Course Schedule:**

|  |  |  |
| --- | --- | --- |
| **Week 1** | **Date:** | **February 24 - 26**  |
| Topic: | Introduction |
| **Week 2** | **Date:** | **March 3 – 5**  |
| Topic: | Organizations |
| Requirements: | Read Chapter 1 & 2 |
| **Week 3** | **Date:** | **March 10 – 12** |
| Topic: | Organizational Structure – I |
| Requirements: | Read Chapter 4 |
| **Week 4** | **Date:** | **March 17 – 19** |
| Topic: | Organizational Structure – II |
| Requirements: | Read Chapter 4 |
| **Week 5** | **Date:** | **March 24 – 26** |
| Topic: | Organizational Life Cycle, Size and Decline |
| Requirements: | Read Chapter 10 |
| **Week 6** | **Date:** | **March 31 – April 2** |
| Topic: | Organizational Environment |
| Requirements: | Read Chapter 5 |
| **Week 7** Topic: |  **Date**:  | **April 7 – 9** Conflict, Power and Politics |
| Requirement: | Read Chapter 14Reflection paper deadline: April 11 Sunday at 23:55 |
| **Week 8** |  **Date:** | **April 14 - 16** |
| Topic | Strategy and Organizational Performance |
| Requirement | Read Chapter 3 |
| **Week 9** | **Date:** | **April 21**  |
| Topic: | Interorganizational Relations |
| Requirements: | Read Chapter 6Practitioner essay deadline: April 25 Sunday at 23:59 |
| **Week 10** | **Date:** | **April 28 - 30** |
| Topic: | Technology and Design |
| Requirements: | Read Chapter 8 |
| **Week 11** | **Date:** | **May 5 – 7** |
| Topic: | Organizational Change and Innovation |
| Requirements: | Read Chapter 12Presentation deadline: May 9 Sunday at 23:59 |
| **Week 12** | **Date:** | **May 12 – 14** |
| Topic: | Organizational Change and Innovation-II  |
| Requirements: | Read Chapter 12 |
| **Week 13** | **Date:** | **May 21** |
| Topic: | Organizational Culture and Ethical Values |
| Requirements: | Read Chapter 11 |
| **Week 14** | **Date:** | **May 26 - 28** |
| Topic: | Concluding debates and wrap up |