

**BA in Management Program**  
**Fall 2020**  
**ORG 301 – Organizations and Organizing**

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**Web:** SuCourse  
**Office Hours:** by appointment

Type	Time	Days	Where
Class	08:40 - 10:30	M	Online
Class	08:40 - 09:30	T	Online

**Course Objective:**

*“No problem can be solved from the same level of consciousness that created it” – Albert Einstein.*

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, 2017 (3<sup>rd</sup> Edition).

The ebook is available for purchase at the cengage website:

<http://bit.ly/buytextbookorg301>. Use this coupon code **895MUWI3057** for a discount.

Students are strongly encouraged to have a personal copy.

Additional reading material will be posted on SuCourse.

**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. During online lectures, I encourage active student engagement. Accordingly, there will be several in-class exercises, simulations & games, 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:**

Midterm Exam	20 %
Final Exam	30 %
Learning Activities	20 %
Practitioner Essay	10 %
Video Essay	10 %
Research collaboration	5 %
Attendance	5 %

**Requirements:**

**Midterm (20%):** The midterm exam accounts for 20% of your grade. The midterm contains multiple-choice questions, short answer questions and short essay-type questions.

The midterm exam is on November 16 Monday at 08:40.

The midterm must be taken at the scheduled time and day. Only students with university-approved excuses can take make-up exams. The make-up exams take place at the end of the semester and are comprehensive exams (like the final exam).

**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.

**Essays (20%):** You will submit two essays which corresponds to 20% of your grade.

*The practitioner essay:* 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/practitioneressay>). 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 October 25 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. Enter the two articles in the APA format to the shared google sheet (<http://bit.ly/practitioneressay>). The deadline for the entry of the articles is November 08 Sunday at 23:55.

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 November 29 Sunday at 23:55. Late submissions are deducted 20 points per day, so plan ahead!

*The video essay:* This is very much like a presentation you make in the class, but it is a video instead. You will shoot a 4-minute video of yourself debating 'for' or 'against' an assigned motion (proposal) about an organizational issue. You will upload your video "*unlisted*" on Youtube. Unlisted means your video will not come up in search results.

Only those who know the link can view it. You will share the link to your video solely with your classmates, so they will watch and evaluate it.

You will debate according to the British Parliamentary debating style's *prime minister* (i.e., supporting the motion) or *the leader of the opposition* (i.e., against the proposition) roles. The ultimate aim of your presentation is to convince the average voter (your classmates). In principal, you will (i) define the motion (define core concepts in the motion, how the audience should understand it), (ii) develop three arguments that support your side of the motion (it may be two or four arguments as well, just spare enough time to justify each argument), and (iii) conclude your case (briefly summarize your main points, and tell your audience why they should believe in you). To be more convincing, make clear arguments and enrich your arguments with examples, real-life cases, philosophical points, quotes, and evidence from research, etc. I strongly urge you to write down the content of your video (thus it is called an essay). This video essay requires proper preparation, because both the content (how you justify your arguments) and style (how convincingly you deliver your arguments) of your presentation matters.

The whole class will debate 8-10 motions in total, where each student will be assigned to debate one side of a motion. Students will also assess their classmates' presentations. Each student will evaluate a total of 8-10 videos (i.e., 32-40 minutes of videos) with respect to (i) the quality of the arguments (how sound the arguments were) and (ii) the presentation skills (how the content was delivered, how convincing the debater was). The highest ranked debaters in each motion will be recognized and be invited for a debating session on the last week of the lectures.

The deadline for the video essay is December 20 Sunday at 23:55. Late submissions are not accepted.

The deadline for evaluating your assigned classmates' videos is December 30 Wednesday at 23:55. Your video essay will not be graded unless you evaluate your classmates' videos.

We will announce the winners of each motion on January 4 Monday in the lecture and invite them to take part in a debate on January 5 Tuesday in the lecture.

**Research Collaboration (5%):** Scholars in the Sabancı Business School and the School of Arts and Social Sciences have several ongoing research projects. I highly appreciate your participation in these projects. These projects are often in the form of an experiment or a survey that you can fill in online in your spare time. Each project takes approximately 10-15 minutes. You are expected to participate 5 of these projects (1% each) throughout the semester. You can sign up for being informed about the results of some of these studies, so you can learn about the findings. The details for registration will be posted on SuCourse.

**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:

<b>Week 1</b>	<b>Date:</b> <b>October 5– 6</b> Topic: Introduction
<b>Week 2</b>	<b>Date:</b> <b>October 12 – 13</b> Topic: Organizations Requirements: Read Chapter 1 & 2
<b>Week 3</b>	<b>Date:</b> <b>October 19 – 20</b> Topic: Organizational Structure – I Requirements: Read Chapter 4
<b>Week 4</b>	<b>Date:</b> <b>October 26 – 27</b> Topic: Organizational Structure – II Requirements: Read Chapter 4
<b>Week 5</b>	<b>Date:</b> <b>November 2 – 3</b> Topic: Organizational Life Cycle, Size and Decline Requirements: Read Chapter 10
<b>Week 6</b>	<b>Date:</b> <b>November 9 – 10</b> Topic: Organizational Environment Requirements: Read Chapter 5
<b>Week 7</b>	<b>Date:</b> <b>November 16 – 17</b> Topic: <b>Midterm: November 16 Monday at 08:40.</b>
<b>Week 8</b>	<b>Date:</b> <b>November 23 – 24</b> Topic: Strategy and Organizational Performance Requirements: Read Chapter 3
<b>Week 9</b>	<b>Date:</b> <b>November 30 – December 1</b> Topic: Interorganizational Relations Requirements: Read Chapter 6 <b>Practitioner essay deadline: November 29 Sunday at 23:55</b>
<b>Week 10</b>	<b>Date:</b> <b>December 7 – 8</b> Topic: Technology and Design Requirements: Read Chapter 8
<b>Week 11</b>	<b>Date:</b> <b>December 14 – 15</b> Topic: Organizational Change and Innovation Requirements: Read Chapter 12
<b>Week 12</b>	<b>Date:</b> <b>December 21 – 22</b> Topic: Organizational Change and Innovation-II Requirements: Read Chapter 12 <b>Video essay deadline: December 20 Sunday at 23:55</b>
<b>Week 13</b>	<b>Date:</b> <b>December 28 – 29</b> Topic: Organizational Culture, Conflict and Politics Requirements: Read Chapter 11, 14
<b>Week 14</b>	<b>Date:</b> <b>January 4 – 5</b> Topic: The debating sessions and wrap up