**BA in Management Program
Summer 2022**

**ORG301 – Organizations and Organizing**

**Instructor:** Betül Altunsu

**Office:** SBS 1004

**Phone:** 05375070104

**Fax:** (216) 483-9699

**E-mail:** altunsu@sabanciuniv.edu

**Web:** SuCourse+

**Office Hours:** Wednesdays 13:00-16:00 or by appointment

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| --- | --- | --- | --- |
| **Type** | **Time** | **Days** | **Where** |
| Class | 11:40 am - 2:30 pm | T | SBS G060 |
| Class | 8:40 am - 11:30 am | W | SBS G060 |

**Course Description:**

This course provides a comprehensive overview of the topics in organization theory (OT) and aims to assist students in understanding how to design and manage organizations. After introducing the fundamental vocabulary and concepts of OT, the course examines a variety of structural dimensions and contingency factors to equip the students with the exhaustive theoretical and practical knowledge necessary to structure organizations more effectively. Specifically, the course consists of five major parts. The first part focuses on organizational purpose, strategy, and goals. The second part takes an in-depth look into organizational design alternatives. The third part explores the elements of open system design, including the external environment, interorganizational relationships, international environment, and societal impact. The fourth part concentrates on the effects of technology, manufacturing processes, digitalization, and big data on organizational design. Finally, the fifth part introduces important organizational processes such as control, innovation, and change.

**Learning Outcomes:**

After completing the course, the students should be able to:

1. Describe the basic concepts of organization theory and use the relevant vocabulary correctly
2. Identify structural dimensions and contingency factors of organizational design
3. Explain the relationship between organizational purpose, goals, strategy, and organizational design
4. Analyze the external environment to assess the levels of uncertainty
5. Compare the four primary structural design options for international organizations
6. Discuss the differences and similarities between for-profit, dual-purpose, and non-profit organizations
7. Define various types of manufacturing and services technologies and discuss their relevance in the age of big data and digitalization
8. Describe the principles of establishing and managing organizational culture and control
9. Outline the elements of successful organizational change and innovation

**Course Material:**

**Textbook:**

Organization Theory & Design by Richard L. Daft, Cengage Learning, 2021 (13e).

Or any other edition of the book you can get your hands on.

**Required Material:**

You are expected to complete the readings before the assigned lecture. All articles will be uploaded on SuCourse+ at the beginning of the term. Please note that this reading list is tentative and subject to change with prior announcements.

* Andrew Inkpen and Michael H. Moffett, “The Global Oil and Gas Industry,” Thunderbird School of Management, February 24, 2016.
* Andrew McAfee and Erik Brynjolfsson, “Machine, Platform, Crowd: Harnessing Our Digital Future,” W. W. Norton & Company, 2017, 38-41.
* Dominique Turpin, Jikyeong Kang, Sandeep Puri, “Jollibee: Bringing Filipino Fast Food to the World,” IMD-International Institute for Management Development, November 15, 2020.
* Ethan Bernstein, John Bunch, Niko Canner, and Michael Lee, “Beyond the Holacracy Hype,” Harvard Business Review, July–August 2016, 2–13.
* Gary Hamel and Michele Zanini (Guests), “Organizational Restructuring: Breaking Down Bureaucracy and Building Up Workers”, hosted by Curt Nickisch, HBR IdeaCast, August 18, 2020, ep.754.
	+ <https://podcasts.apple.com/us/podcast/breaking-down-bureaucracy-and-building-up-workers/id152022135?i=1000488492356>
	+ <https://open.spotify.com/episode/78g9VA347Yb1nnaXDKpzbX>
* Gerald F. Davis, “Nikefication and the Rise of the Virtual Corporation,” in The Vanishing American Corporation: Navigating the Hazards of a New Economy, Oakland: Berrett-Koehler Publishing, 2016, 77-84.
* Jeffrey Pfeffer and Robert I. Sutton, “Three Myths of Management,” HBS Working Knowledge, March 27, 2006.
* Jessica E. Lessin, Lorraine Luk, and Na Juro Osawa, “Apple Finds It Difficult to Divorce Samsung,” The Wall Street Journal, June 29, 2013.
* John M. Jordan, “Additive Manufacturing (“3D Printing”) and the Future of Organizational Design: Some Early Notes from the Field,” Journal of Organization Design, 8: 5, 2019.
* John M. Jordan, “Challenges to large-scale digital organization: the case of Uber,” Journal of Organization Design, 6: 11, 2017.
* Julie Battilana, Anne-Claire Pache, Metin Sengul, and Marissa Kimsey, “The Dual-Purpose Playbook,” Harvard Business Review, March-April, 2019, 124–133.
* Kelsey Gee, “In Unilever’s Radical Hiring Experiment, Resumes Are Out, Algorithms Are In,” The Wall Street Journal, June 26, 2017.
* Kirsten Grind and Deepa Seetharaman, “Behind the Messy, Expensive Split Between Facebook and WhatsApp’s Founders,” The Wall Street Journal, June 5, 2018.
* Lynda M. Applegate and Gabriele Piccoli, “Atlantis Paradise Island Resort & Casino: Improving Performance with a New Vision and Mission,”, Harvard Business Publishing, June 22, 2010.
* Mark Rogowski, “Thanks to Apple, Top Rival Samsung Keeps Winning,” Forbes, July 30, 2017.
* Michele Gelfand, Sarah Gordon, Chengguang Li, Virginia Choi, and Piotr Prokopowicz, “One Reason Mergers Fail: The Two Cultures Aren’t Compatible,” Harvard Business Review Digital Article, October 2, 2018.

**Course Web:**

Course slides, assigned readings, in-class assignments, and important announcements will be posted on SuCourse+. Your midterm, final, and assignment grades will also be shared through SuCourse+. Summer term moves quickly, so please check the course page at least a couple of times a week. If this is your first time using SuCourse+ and you are not sure about how to navigate, please send me an e-mail.

**Instructional Design:**

Following Sabancı University’s policy for the 2022 Summer Term, all classes are scheduled to meet in person only.

The lectures will be a combination of conceptual explanations and cases from business life. To have more effective discussions, students are expected to (1) at least skim through the assigned book chapters and (2) fully read/listen to the required material prior to the class. In-class assignments will be conducted to help keep the students on track and familiarize them with the types of questions that will be asked in the exams.

**Grading**:

|  |  |
| --- | --- |
| **Task** | **% Contribution** |
| In-class Assignments | 20 |
| Midterm | 30 |
| Final | 40 |
| Participation and Attendance | 10 |

**Requirements:**

**In-class assignments:** In-class assignments, either multiple-choice quizzes or half-a-page-long essay questions, will be administered throughout the semester. Specific dates and content of the assignments will be announced at least 3 days prior. Each assignment will be on narrow content (either a chapter or an article) and will take 5-20 minutes. The assignments will be held online, so please do not forget to bring your laptops or tablets on the days of in-class assignments.

**Examination:** There will be a midterm and a final exam and they will account for 30% and 40% of your grade respectively. The midterm exam will be held during lecture hours on August 9, 2022 and will include everything we cover until Week 4. The final exam will be held during the official final exam period (September 3-6, 2022). Both exams will consist of multiple-choice, true/false, short answer, and mid-length essay questions. The final exam will be cumulative.

**Participation and attendance:** Class attendance and participation will be closely monitored. Students are allowed to have 2 unexcused absences but each further absence will result in a 0.5 point deduction from the student’s participation and attendance grade. Participation points will be given according to the level of (1) preparedness to engage in class discussions and awareness of the topics discussed in class, (2) contribution to class discussions through asking questions, answering questions asked by the instructor, and providing additional examples and anecdotes.

**Academic Honesty:**

Learning is enhanced through cooperation and as such you are encouraged to work in groups, and ask for and give help freely in all appropriate settings. At the same time, as 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 websites (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 (slides, MS Excel files, reports, etc.) 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.

**Classroom policies and conduct:**

Sabancı BA in Management 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 for each session before class starts.
* Listen to the person who has the floor.
* Come to class on time.
* Treat your classmates and the instructor with respect.

**Tentative Course Schedule:**

|  |  |  |  |
| --- | --- | --- | --- |
| Week 1 | Lecture 1 | Date | July 19, 2022 |
| Topic | Introduction + Organizations and Organization Design |
| Requirements | - |
| Lecture 2 | Date | July 20, 2022 |
| Topic | Strategy, OrganizationDesign, and Effectiveness |
| Requirements | * Chapter 2 of Organization Theory and Design
* Atlantis Paradise Island Resort & Casino: Improving Performance with a New Vision and Mission
 |
| Week 2 | Lecture 3 | Date | July 26, 2022 |
| Topic | Fundamentals of Organization Structure |
| Requirements | * Chapter 3 of Organization Theory and Design
* Nikefication and the Rise of the Virtual Corporation
* Beyond the Holacracy Hype
 |
| Lecture 4 | Date | July 27, 2022 |
| Topic | The External Environment |
| Requirements | * Chapter 4 of Organization Theory and Design
* The Global Oil and Gas Industry
 |
| Week 3 | Lecture 5 | Date | August 2, 2022 |
| Topic | Interorganizational Relationships |
| Requirements | * Chapter 5 of Organization Theory and Design
* Apple Finds It Difficult to Divorce Samsung
* Thanks to Apple, Top Rival Samsung Keeps Winning
* Three Myths of Management
 |
| Lecture 6 | Date | August 3, 2022 |
| Topic | Designing Organizations for the International Environment |
| Requirements | * Chapter 6 of Organization Theory and Design
* Jollibee: Bringing Filipino Fast Food to the World
 |
| Week 4 | Midterm | August 9, 2022 |
| Lecture 7 | Date | August 10, 2022 |
| Topic | Dual-Purpose Organizations, Corporate Sustainability, and Ethics |
| Requirements | * Chapter 7 of Organization Theory and Design
* The Dual-Purpose Playbook
* Take a look at “Google Code of Conduct” and “Alphabet ESG Index”
 |
| Week 5 | Lecture 8 | Date | August 16, 2022 |
| Topic | Designs for Manufacturingand Service Technologies |
| Requirements | * Chapter 8 of Organization Theory and Design
* Additive Manufacturing (“3D Printing”) and the Future of Organizational Design: Some Early Notes from the Field
 |
| Lecture 9 | Date | August 17, 2022 |
| Topic | Designs for Digital Organizations and Big Data Analytics |
| Requirements | * Chapter 9 of Organization Theory and Design
* Challenges to large-scale digital organization: the case of Uber
* Examples from Machine, Platform, Crowd: Harnessing Our Digital Future
* In Unilever’s Radical Hiring Experiment, Resumes Are Out, Algorithms Are In
 |
| Week 6 | Lecture 10 | Date | August 23, 2022 |
| Topic | Organization Size, LifeCycle, and Decline |
| Requirements | * Chapter 10 of Organization Theory and Design
* Listen to Organizational Restructuring: Breaking Down Bureaucracy and Building Up Workers
 |
| Lecture 11 | Date | August 24, 2022 |
| Topic | Organizational Culture and Control |
| Requirements | * Chapter 11 of Organization Theory and Design
* One Reason Mergers Fail: The Two Cultures Aren’t Compatible
* Behind the Messy, Expensive Split Between Facebook and WhatsApp’s Founders
 |
| National Holiday (August 30, 2022) |
| Week 7 | Lecture 12 | Date  | August 31, 2022 |
| Topic | Innovation and Change |
| Requirements | * Chapter 12 of Organization Theory and Design
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