Course: GSB624-10 Organizational Analysis and Design
T/R 6:30pm to 9:30pm

Instructor: Cleamon Moorer, Jr., D.B.A.

Phone: 708-488-5281
e-Mail: cmoorer@dom.edu

Office Hours: (FA 200) I’m available on campus by appointment a ½ hr before class and a ½ hr after class each week. I am also available at my home office on Tuesdays from 9:00am to 1:00pm (708-833-7664).


Course Description

This course is an analysis of the phenomena and theories of large, complex, formal organizations. The course examines the organization as an economic, social, bureaucratic and political system with regard to such factors as structure, change and decision making. Listed also as LIS 756.

Learning Goals

Students will analyze a variety of organizations from both theoretical and practical perspectives, to resolve organizational problems and increase organizational effectiveness. Upon successful completion of the course, students should be able to:

- Explain the nature of organizations and organizational theory.
- Identify the different types of organizational goals, their purpose, and competitive strategies for achieving them.
- Explain the basic concepts of organizational structure.
- Identify and define elements external to an organization that impact its structure.
- Explain how organizations should be designed to accommodate and facilitate operational work processes.
- Explain the nature of organizational technology, its impact on organizational design and its impact on inter-organizational relationships.
• Identify and predict the probable impact of cultural, ethical and political changes within an organization.
• Describe how organizations change and how managers direct the innovation and change process.
• Describe when and how different decision-making models should be used.
• Explain how managers use power and politics to manage and resolve conflict.

Course Facilitation

• Lectures/Discussions
• Multimedia Presentations (audio and video)
• Case Analyses
• Supplemental Readings

Assignments (Reflection Papers)

Reflection papers are designed to formally consider what you learned and to organize it through writing. The following will help you understand the assignment:

• Papers are written to reflect on the previous week’s discussions and or in-class activities.
• Papers must be typed and submitted via e-mail in (Microsoft word format)
• Papers should be at least 1-2 pages long
• Writing should use formal language and correct spelling and punctuation
• Topics reflected upon may include any information covered in the text book or in the supplemental reading from the beginning of the quarter to the present
• Papers may take 1 or 2 topics and examine them deeply, or more topics examined in less detail
• I suggest, when writing, consider the following:
  o What have we studied/read that is interesting from any perspective?
  o What new things have you learned or rediscovered?
  o How has your learning affected preconceptions or misconceptions you brought with you into class?
  o How does your learning affect your view of family, community, country, world and the universe?
  o Will what you have learned change or modify your behavior in the future?

Ultimately writing these papers encourages you to find what is meaningful to you and thus it adds value to your learning. Do not simply outline or summarize the material we have covered. I need you to personalize the information and qualify its merit to your life.
All reflection papers are to be submitted at the beginning of each class session that they are due (please see Course Outline). Late assignments will assume a grade deduction for each session. **Total of 5 Reflection Paper Submissions valued at (10 pts each).**
Reflection Papers constitute a total of **50 points.**

**Final Examination**

The Final Examination will encompass materials from the textbook, lectures and supplemental reading assignments.) Each exam will consist of 50 short answer questions valued at (2) pts each. Both exams constitute a total of **100 points.**

**Participation/Attendance**

Attendance is necessary to enable and sustain classroom and group cohesion and synergy on a weekly basis. Each session (starting Week 1) students will be broken into groups in class to discuss an end of chapter Cases for Analysis. Each student begins the course with a total of **50 Participation points.** Students will receive a 3 pt deduction of participation points for each class missed past (1) unexcused class absence. An excused absence is validated by a prior e-mail or voice-mail notification denoting date of foreseen absence and reason. If absence is unforeseen, and excused absence will be granted with receipt of an e-mail or voice-mail notification within 1 day following missed class session.

**Policy on Academic Integrity**

Plagiarism

Plagiarism, cheating, or other forms of dishonesty will not be tolerated. Written or other work that a member of the campus community submits for consideration resulting in a grade, award, or recognition of any kind must be a product of that person’s efforts, unless sources receive proper recognition. Plagiarism can be grounds for failure of a course or dismissal.

**Comprehensive Course Evaluation**

Reflections Papers: 50 pts
(Homework Assignments)

Final Exam: 100 pts

Participation: 50 pts

Total: 200 pts
Grading Scale (consider the rule of 5 in the ones place when rounding®)

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<td>120 and below</td>
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Course Outline

WEEK 1

T (07/06/10)
Introductions and Course Overview
Discussion: Chapter 1: Organizations and Organization Theory

R (07/08/10)
Discussion: Chapter 2: Strategy, Organization Design, and Effectiveness
Group Break-Out: Case for Analysis: Airstar, Inc.

WEEK 2

T (07/13/10) Reflection Paper 1 Due
Discussion: Chapter 3: Fundamentals of Organization Structure
Group Break-Out: Case for Analysis: Aquarius Advertising Agency

R (07/15/10)
Discussion: Chapter 4: The External Environment
Group Break-Out: Case for Analysis: The Paradoxical Twins: Acme and Omega Electronics

WEEK 3

T (07/20/10) Reflection Paper 2 Due
Discussion: Chapter 5: Inter-organizational Relationships
& Chapter 6: Designing Organizations for the International Environment

R (07/22/10)
Discussion: Chapter 7: Manufacturing and Service Technologies
Group Break-Out: Case for Analysis: Acetate Department

WEEK 4

T (07/27/10) Reflection Paper 3 Due
Discussion: Chapter 8: Using IT for Coordination and Control & Chapter 9: Organization Size, Life Cycle, and Decline
Group Break-Out: Case for Analysis: Century Medical

R (07/29/10) *NO CLASS*
WEEK 5

T (08/03/10)
Discussion: Chapter 10: Organizational Culture and Ethical Values
Group Break-Out: Case for Analysis: Sunflower Incorporated

R (08/05/10) Reflection Paper 4 Due
Discussion: Chapter 11: Innovation and Change
Group Break-Out: Case for Analysis: Shoe Corporation of Illinois

WEEK 6

T (08/10/10)
Discussion: Chapter 12: Decision-Making Processes
Group Break-Out: Case for Analysis: The Dilemma of Aliesha State College: Competence vs. Need

R (08/12/10) Reflection Paper 5 Due
Discussion: Chapter 13: Conflict, Power, and Politics
Group Break-Out: Case for Analysis: The Daily Tribune
Final Exam Review

WEEK 7

T (08/17/10): *NO CLASS*

R (08/19/10): *FINAL EXAM*