

**National University of Singapore
NUS Business School
Department of Management and Organisation**

**MNO3303 Organizational Effectiveness
Semester 2, 2018/2019**

Instructor: Melissa Lim, Adjunct Lecturer (Department of Strategy and Policy)

Class: tba

Classroom: tba

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Consultations: by appointment

COURSE OBJECTIVE

This course aims to introduce students to the field of organization theory -- which incorporates concepts from various disciplines such as management studies, sociology, psychology, political sciences and economics to study organizations. The course is designed to encourage students to actively and critically use these concepts to make sense, diagnose, manage and respond to the emerging organizational needs and problems. The emphasis of this course is on the practical value of organization theory for students as future managers and as decision-makers of organizations. Developing an understanding of how (should) organizations structure and operate is critical so that students, the future managers, will be able to fulfil their roles effectively.

TEACHING METHODS

Each week we will explore a different topic of organization theory and show how it can be used to anticipate, understand, and resolve different problems that arise from business organizations in today's turbulent environment. We will make the link between organization theory and the realistic world by using textbooks, class exercises, case/video discussions and supplementary readings. Because actively applying organization theory concepts is the goal, case analysis and discussion are integral parts of the course. The cases are designed to test and sharpen students' ability to identify the theoretical concepts in actual organization settings and to apply these concepts in decision-making.

To achieve the course objective, this course is organized as a "semi-seminar". Active participation of student is critical for successful learning. Independent and reflective learning and critical thinking will be emphasized and the major roles of instructor are guide, facilitator and clarifier rather lecturer. While the instructor will introduce the materials and provide a roadmap every week, the lecture/discussion will be conducted in a bilateral, interactive way. Students are expected to prepare for each session by reading the assigned materials and be actively involved in the class. Moreover, students will be asked (in groups) to present the materials and lead the discussion for cases and videos. Special class formats such as debate will also be incorporated.

TEXTS AND READINGS

There is only one text for this course which the schedule and lectures follow. Students are also required to read the supplementary readings (listed below) which provide a guide to go deeper into a specific subject. Extra credits will be given for incorporating these sources into group projects, case presentation, self-reflection essay and other in-class activities. On top of the textbook and the supplementary readings, there are also cases and short essays from various sources such as Harvard Business Review, Fortune, Business Week, Economist, Wall Street Journal, and Business Times.

- 1) Organization Theory and Design by Daft, Murphy, and Willmott. (3e) (Co-op).
- 2) Supplementary readings will be uploaded to IVLE.

COURSE REQUIREMENTS AND GRADING

Your grade will be determined by your performance on the test, e-learning, the group project, 1 class presentation, and attendance & participation. The percentage of your grade accounted for by each of these components is listed below, as is a description of each.

Special Activities (eg E learning / Debate / Forum): 20%

Mid-term Exam: 25%

Class Presentation: 20%

Final Group Presentation: 25%

Att.& Participation: 10%

Mid-Term Exam (25%)

This would be an open-book exam in the middle of the semester. It usually includes MCQ and short essay questions. The exam questions cover the textbook, the assigned cases, supplementary readings, and the content of our class discussions. The date for the exam is listed in the course schedule. The format is subject to change.

Group Project (25%):

You will be required to form groups of 6/7 people to work on your final project. Groups will be required to analyze a problem or situation currently faced by a business organization using concepts discussed in class. The project is due for presentation in the last weeks (Week 12/13) of the semester.

All group members will receive the same grade for the group project. However, each student is required to evaluate the contributions of her or his group members to the group efforts (group project, case presentation, and debate) by using the question set in the IVLE course website. In other words, the peer-evaluation will be conducted on-line and anonymously. Individual grades may then be adjusted based on peer evaluations. The range of adjustment depends on individual situations (normally within the range of plus or minus 20%).

Class Presentation (20%):

The same group for final project will also be asked to present an assigned research / case study during the semester. Each group should prepare a 20-30 minutes presentation in PowerPoint format, outlining the background and main issues, identifying potential agenda and discussing the questions. Grading on this presentation will weigh less on the special effects of the PowerPoint slides, but more on how you comprehend, organize and incorporate the materials; more importantly, how you link the materials to the theoretical concepts discussed in class.

Secondly, the class presentation assessment grade will also depend on how you facilitate the discussion. The more your fellow classmates participate in the discussion, the better your grade is (but please do not bribe your classmates). I will provide discussion questions for each assigned case (see below under each case) but you are **STRONGLY ENCOURAGED** to add in your own issues. This demonstrates how well you comprehend the materials and your independent/critical thinking about the subject.

Finally, please prepare a printout of your PowerPoint slides for me before all your class and group presentations, so that I can take note on it. Before the presentation, you also need to submit (upload) your PowerPoint file to the "specified presentation" folder in the IVLE workbin.

Special Activities (20%)

Specific instructions will be provided in the respective weeks.

Attendance & Participation (10%):

Your class participation grade will be determined by your attendance, your preparation and involvement for each class. I will keep track of your attendance and participation throughout the semester. Participation in class discussions is critical to the success of this course. I expect that you will be readily prepared to discuss the material assigned for each week. On some days I may randomly call on your names. More often than not, I will ask you to EXPLAIN your answers to questions. In addition to class discussions, we will have some in-class exercises during the semester. You will be expected to participate in these activities.

COURSE POLICIES

Students are accountable for their class attendance behavior. If you know you will be absent from class, I expect you to notify me in advance or, in the case of an emergency, as soon as possible afterward. Medical or other certificates are necessary for a legitimate absence (submitted to the BBA program office, not me). If you miss one whole class without valid reasons, ONE point will be deducted from your total final participation grade. If you miss three or more classes (25% of the semester), you may lose ALL your participation grade. Moreover, HALF point will be deducted if you are late for an hour or leave an hour earlier. Other policies are abided by the university rules.

GROUND RULES

1) Try to be here on time since the class is expected to be finished 25 minutes before the end of the last hour according to university rules.

2) Switch off your handphone during the whole session.

3) Please bring with you a cardboard that has your name on it when you come to class.

4) Check your NUS email account in the IVLE regularly since this is the channel through which I communicate course-related matters with you.

5) Visit the course website in IVLE to download lecture notes which will be updated every Monday by 5pm. Sometimes I will also upload handouts and other materials. You are VERY welcomed to use the "Discussion Forum" to share your thoughts with other people. I also encourage you to use the project tools in the IVLE website to coordinate your project works. These tools can be very helpful when group members cannot physically present at the group meetings.

WEEK 1

Introduction

Overview of the schedule and course requirements, expectations and ground rules, introductions to organisations

Text:

1) Daft, Chapter 1

WEEK 2

Topic 1: Organizations, Theory and Design and History

Texts:

1) Daft, Chapter 2

WEEK 3

Topic 2: Goals, Strategy and Effectiveness

Texts:

2) Daft, Chapter 3, and Chapter 2 (pp30-33)

3) IVLE Weblink: 10 Principles of Organizational Design

4) Organizational Effectiveness: Discovering how to make it happen, Right Management, 2010

WEEK 4

Topic 3: Fundamental of Organizational Structure

Text:

1) Daft, Chapter 4

2) Organization of the Future, Deloitte University Press, pg 19-28, 2017

WEEK 5

Topic 4: Organizational Environment, Part 1 (Basic Concepts)

Text:

- 1) Daft, Chapter 5
- 2) IVLE weblink: The Appeal of the Flat Organization
- 3) Open organizational structures: A new framework for the energy sector, Nisar et al, 2016

Class Presentations 1 & 2

WEEK 6

Topic 5: Organizational Environments, Part 2 (Theoretical Perspectives)

Text:

- 1) Daft, Chapter 6
- 2) Strategic Implementation and organizational change: How formal reorganizational affects professional networks, Lynch & Mor, 2018
- 3) IVLE Weblink: Steps to reorganise after a merger
- 4) IVLE Weblink: Examples of M&A gone wrong
- 5) Post-Merger Integration, Bodner & Capron, 2018

Class Presentations 3 & 4

RECESS WEEK - 23 Feb to 3 Mar

No Class

WEEK 7

Topic 6: Organizational Size, Life Cycle and Decline

Text:

- 1) Daft, Chapter 10
- 2) A conceptual framework and research agenda, Ghazzawi, 2017
- 3) WorldCom Organizational Decline and Turnaround, Pandey and Verma, 2005

Class Presentations 5 & 6

WEEK 8 – Mid-Semester Exam

Topic 7: Organizations and Globalization

Text:

- 1) Daft Chapter 7

WEEK 9

Topic 8: Innovation and Change

Text:

- 1) Daft, Chapter 12
- 2) IVLE Weblink: AI and its impact on organizational design
- 3) IVLE Weblink: Digital Technology and Sustainability
- 4) Approaches of changing org structure: The effect of drivers and communication, Kral & Kralova, 2016

Class Presentations 7 & 8

WEEK 10

Topic 9: Culture and Ethics

- 1) Daft, Chapters 11

Class Presentations 9 & 10

WEEK 11

Special Activity / Consultation

WEEKS 12 & 13

Group Project Presentations