

**MGT 690**  
**Designing Complex Organizations**  
**Class Syllabus**

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**Course Materials**

**Text:** Daft, R. L. (2006). Organization Theory and Design, 9th Edition. Cincinnati, OH: South-Western Publishing Co. ISBN 0-324-15691-X

**Harvard Business School (HBS) Cases – may be purchased at Stevens Bookstore**

<u>Case Title</u>	<u>Case Number</u>
Merck: Conflict and Change	9-805-079
Allentown Materials Corp (A)	9-498-023
Technology Transfer At a Defense Contractor	9-489-084
Appex Corp.	9-491-082

**Supplementary Readings**

- Rdg 1 - Mechanization Takes Command
- Rdg 2 – Nature Intervenes
- Rdg 3 – W. L. Gore
- Rdg 4 – Ford: Alex Trotman’s Daring Global Strategy
- Rdg 5 – A Cheeky Ad Agency
- Rdg 6 – Time and Motion Regained
- Rdg 7 - Case – Cherie Cosmetics
- Rdg 8 – Tossing Out a CEO
- Rdg 9 – Social Arbitrage

## **Course Objectives**

Organization scientists generally think of organizations as being comprised of three levels of analysis -- the individual, the group or department, and the organization itself. This course focuses on the problems and challenges managers face in dealing with the organization as a whole and the interrelationships between organizational groups. Specific issues and problems which are covered include: the relationship of the organization with the external environment, the influence of the organization's strategies, size, and production technology on the organization's design, and strategies for managing organizational processes such as conflict, culture, and change.

Within the framework of the course I am trying to accomplish the following:

- (1) Expose you to ideas and literature that will enrich your understanding of these topics.
- (2) Give you an opportunity to apply and analyze these ideas/concepts in "real-world" business situations.
- (3) Provide a forum for exploring these ideas/issues with other students.

## **Course Plan**

Readings, case analyses/discussion, videotapes, and class exercises will be employed to achieve the above objectives. The class will be divided into teams and many of the assignments will require that you work with your team to complete the analysis, exercise, etc.

Your grade in the course will be based on the following:

Class Participation	10%
HBS "Major" Case Analysis (see below)	40%
Final Exam (Comprehensive – open book)	50%

## **Preparation and Participation**

You are expected to begin each week having studied the assigned readings and prepared to contribute to class discussions, case analyses, etc. As noted above, MGT690 involves a lot of teamwork. MGT690 requires you submit work each week. Most weeks you will be working as part of a team. Thus, MGT690 requires that you devote time to the class on an ongoing and regular basis throughout the 13 week semester.

Many students have the mistaken impression that the work required in online courses can be done at any time that they so choose. This IS NOT the case with MGT690. MGT690 requires that you work on the unit's material each and every week. You will need to logon regularly throughout the week and to coordinate with your teammmates most all weeks.

## **HBS “Major” Case Analysis – 40% of final grade**

You will work as part of a team to *analyze* a complex business situation, *draw conclusions*, and *write a report*. Your written report should contain the following four (4) parts:

1. Statement of the Problem
2. Problem Analysis
3. Generation and Evaluation of Alternatives
4. Recommended Action Steps

All of the information you need to do the analysis is provided in the case. Superior analyses (grade of A) will demonstrate your ability to integrate the material covered in class with the business problems presented in the case.

Please proofread your written analysis. Sloppy writing, poor sentence structure, awkward transitions, etc. make for lousy reading and can't help but influence how the substance of your analysis comes across.

**POINT DISTRIBUTION  
for GRADING HBS "Major" CASES**

**Written Analysis**

<u>Section</u>	<u>Max.Pts.</u>	<u>Your Pts.</u>
Problem Statement	10pts	pts
Problem Analysis	35pts	pts
Generation & Evaluation of Alternative Solutions	40pts	pts
Recommendations	15pts	pts
	<hr/> 100pts	<hr/> pts

**"Discussion" of Major Cases**

Here is how this works:

- The written analysis for HBS cases are always due (posted) on a Monday. (See Class Schedule).
- The teams who did not do the written analysis write a critique of the analysis (limited to 2 pages) and post their critiques no later than Wednesday.
- The case team who did the written analysis then has until Friday to post a rebuttal to the team critiques (limited to 3 pages). Only one rebuttal is posted. **Please plan ahead as the "turnaround times" during these weeks are short.**