ORGANIZATIONAL DESIGN AND STRUCTURE

37:575:311

ORGANIZATIONAL DESIGN AND STRUCTURE

38:578:556

Spring 2023

Class: Tues 3:50-6:50
Office Hours: Tues afternoons by Appointment

Requirements
This course will have a seminar format, including a combination of lectures, case studies, and discussion. All students are expected to attend each class prepared to discuss the readings. Final grades will be based 1/3 on class participation & assignments, 1/3 on a mid-term exam, and 1/3 on a final exam.

Class Participation.

This class will be conducted seminar style and class participation is essential. You must read and think about the material before the seminar and be prepared to participate actively in small group and entire class discussions. Your contribution will be evaluated on a scale from minimally adequate to truly exceptional, based on the quality, thoughtfulness, and frequency of your contributions to class discussions.

Your participation grade will also be based on:

Weekly Written Questions/Summaries – To assist in class participation, and help review for exams, students are required to write 10 short (1-2 page) papers answering questions about each week’s reading. These papers summarize the main ideas and arguments from the readings each week, and relate them to previous readings/arguments and the course themes. You may include multiple readings in your summaries (you don’t need 1-2 pages for each reading), but be clear and reference the readings and authors you are discussing in each section of your paper. The questions can be found each week under the Assignments Tab on Sakai. Papers are due by the beginning of class. If a student is unable to attend class the paper must still be submitted. Note there are 11 writing assignments, you may choose to miss one.

Avoid plagiarism or other violations of academic integrity! Your written questions will be submitted to “Turnitin.com” to insure that your answers are yours alone – not answers from another student, from the web, or another source. Be careful not to “copy” phrases or sentences excessively from the readings. The goal is to put the ideas into your own words and cite appropriately!

Norms
• Read and think about all of the assigned readings before each class.
• Please participate actively, thoughtfully, and respectfully – listen and engage appropriately.
• Please be ready to begin class on time. Some lateness is inevitable but it is disruptive so please keep it to a minimum.
• Please minimize absences – this is a seminar that depends on participation. If you must miss class please call or email me in advance.
• Please turn in the exams when they are due.
• Please turn off cell phones during class time. You may use personal computers but only for class work – not for checking email or social media.

Readings
There is no single text for this course. Readings for each week will be available on the Canvas class web-

January 24 Zoom Introduction

January 31 Zoom The Division of Labor and Scientific Management
Adam Smith, The Wealth of Nations, Ch. 1
Frederick Taylor, Scientific Management, pp. 39-73.

Globalization of National Economies and the Crisis of Mass Production
Osterman, Kochan, Locke and Piore, Chapter 1, Working in America, 2001
Womack et al. The Machine That Changed the World, Ch. 2
Optional: Piore & Sabel, The Second Industrial Divide, pp.3-48

February 7 Async The US Auto Industry and the Rise of Lean Production
Womack et al. The Machine That Changed the World, Ch. 3 & 4.
Parker et al. "Choosing Sides: Unions and the Team Concept."

February 14 Zoom Quality Management and Technology
Grant et al. "TQM's Challenge to Management Theory & Practice."
Case Study: HBR – Tiger Creek

February 21 Async Socio-Technical Systems
Trist, The Evolution of Socio-Technical Systems
Walton, "From Control to Commitment in the Workplace."
Case: Harvard Business School - Lakeville Chemical
Documentary: Lou Davis and STS

February 28 Zoom Industrial Democracy: Participation and Representation
“Industrial Democracy,” Margaret Kiloh, in New Forms of Democracy, Held and Pollitt p. 14-50

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March 7 *Mid-term Exam*

March 14 *Spring Break*

March 21 Zoom *Stakeholders Organizations and Governance Arrangements*

Case: Saturn

March 28 Async *Network Organization*

Cases: Apple vs. Microsoft

April 4 Zoom *Co-Determination and Works Councils in Europe*
Rogers & Streeck, "Workplace Representation Overseas: The Works Councils Story."
Frege, "The Discourse of Industrial Democracy: Germany and the US revisited"

Case: VW Tennessee
Guest Speaker: Wilma Liebman, former Chair, NLRB

April 11 Async *The Collaborative Organization*

Harvard Business School: The Rose Case
April 18 Zoom  **Knowledge Work**  

Case: Public School Reform

April 25 Zoom  **Diffusion and Work in the 21st Century**  

May 2  **Final Exam**