
MIE459 – Organizational Design.

Course Description:

This course examines how engineers as managers can create more effective organizations. We focus on the following areas for improving organizational effectiveness:

- The role of Management in Organizational Design
- Organizational Design and Business Strategy
- Alternative organizational structures, such as functional, divisional, geographic, matrix, and horizontal structures
- Techniques for managing an organization's dependencies on its external (resource) environment
- Manufacturing and Service Organizations
- Managing Technology in organizations
- Conflict, power, and politics within an organization
- The role of innovation, managing change and organizational learning.

Our perspective is based on past research and hands on practice in the management of organizations.

Course Learning Outcomes

Upon completion of this course, the student will be able to:

- Understand the major perspectives and research paradigms of organization theory
- Evaluate the role of formal and informal networks within organizations
- Assess how organizational structure varies under different external and internal circumstances
- Assess how organizations can manage their external environment and adjust their organizational structure
- Examine the role of organizational structure (both formal and informal) in hindering and helping organizational innovation
- Identify methods to enhance knowledge sharing and idea development.

Course Structure and Content:

Organizational Theory and Design is divided into five themes and 12 modules:

- Part 1 – Introduction to Organizations
- Part 2 – Organizational Purpose and Structural Design
- Part 3 – Open System Design Elements
- Part 4 – Internal Design Elements
- Part 5 – Managing Dynamic Processes

Course Books and Optional Academic Papers

We have adopted as the core book (Professor Richard Daft / Ann Armstrong textbook on **Organizational Theory and Design – Canadian 2nd edition – a 3rd edition has been**

published). Note – Ann Armstrong is not related to me in any way – never met her. This book will provide breadth. There are two additional books (optional) for the course that will provide depth. 1) **Engineering and Product Development Management – The Holistic Approach** (Cambridge University Press, 2005), and 2) **Sustaining Continuous Innovation Through Problem Solving** (Industrial Press, New York 2008) Full disclosure: I wrote both of these books.

Course Grading:

Online Discussions by Module – Online Discussion By Team (Blackboard)	10%
Mid Term Exam (MCQ and essay questions)	30%
Final Exam (MCQ, essay type questions and Case Study)	40%
Final Team Report (20%) includes Charter 5% and 5% PPT presentation	20%

The course will be taught through a combination of lectures (35-50 minutes), core book readings and case studies, case studies from instructor experience, in-class and online discussion.

Online Discussions (Overall 10%).

- Students have been randomly placed into a group of 6 in order to simulate "real-world" experience, as professionals often do not have the choice to select their group members.
- "Group Composition" PDF has been **posted** to Blackboard under **"MIE459 Important Docs" -> "MIE 459 Group Composition"**
 - You are responsible for **contacting** your group members as soon as possible.
 - Each group has been assigned a "scribe" who will post on behalf of his/her group.
 - Only the "scribe" may post on behalf of his/her group. Posts from other group members will be ignored.
 - The "scribe" will write their Group # and the 3 questions that they are answering on the "subject line". For example: "Group 1 - Questions 3, 4, 5".
 - The **same** "Group Composition" will be used for **both** "Online Discussions" and "Team Project Report"
 - Group composition **MAY** change. **You** are responsible for monitoring any changes. Updated "group composition" will be posted as students are added to the course or when students drop the course.
 - Please review the "Group Composition" asap as additional information is noted on the actual PDF.

- Grades will be assigned on a weekly basis as 0 (no submission), 1 (submission with minimal substance), 2 (submission with some reflective thinking), and 3 (submission with higher level thinking). **Please Note–Mid Term & Final Exams relate to the online discussion content.**

Mid Term Exam – Overall 30% (Based on Modules 1-6).

- Multiple choice 20 questions @ 1 marks each = 20 marks (20%)
- Essay - answer four questions out of six @ 20 marks each = 80 marks (80%)

Final Exam – Overall 40% (Based on Modules 7-13). The exam consists of three sections. The first section consists of multiple-choice questions (24%). The second section (40%) requires you

to answer five of seven essay type questions. The third section (36%) requires you to analyze an integrated case study – you will be given the case to **read 2 days before the exam**.

Team Project Report – Overall 20%. The final team report can be any subject in organizational design that interests you. Please check the web site for previous projects:

<http://amgimanagement.com/teaching/>

Reminder: The same "Group Composition" will be used for both "Online Discussions" and "Team Project Report"

The goal of the final project report is not to do original field research, but to demonstrate to me your ability to apply organizational theory and design *in a situation of your choosing*. **The Project team report should be limited to 6,000 words**, double-spaced, 12 point font, (approximately 1,000 words per student). Teamwork is an essential element of organizational design. A hard copy and a soft copy of the paper (Adobe Acrobat PDF!) must be delivered by email no later than **xxx at 4pm** to my email address, stephenc.armstrong@utoronto.ca - the hard copy to be given to the mechanical & industrial engineering undergraduate office (Carla Baptista or Brandon Wells)

Important Dates (Subject to Change):

- Orientation, Course Overview & Planning
- **Project Team Charter deliver-hard copy inclass and e-copy**
- **Reading Week - No Classes**
- **Mid Term Exam** (Mods 1-6) **Noon – 2PM Exam Room 100**
- Teams 1-9 Final Team Report Presentation (Room MC254) - **email PPT 2 days before the presentation**
- Last inclass lecture
- (e-version midnight) – Submission of final team project report Electronic version- **email to instructor**
- **Submission of the Team report physical hard to the undergraduate MIE office (Carla Baptista).**
- **Final Exam** (Mods 7-13 plus Integrated Case Study). **Exam Room to be announced**
- All coursework grades submitted

Part 1 – Introduction to Organizations

Week 1- Mod 0 – Orientation

- Overview of the entire course - how we will cover course content in breadth and depth
- Course Value in Career Planning
- Mechanics of the Course including:
 - Project team formation and operation
 - Course Book - Assignment Planning and Requirements
 - Grading structure (Critical Reviews, Book Review, Discussions, Projects)
 - Web site layout and operation, Important Dates
 - Purpose of Primers and Academic papers
 - Critical Thinking and Performance Rubric

Week 1 -Mod 1 – Introduction to Organizations and Organizational Theory

- What is an Organization?
- Types of Organization
- Dimensions of Organization Design
- Evolution of Organization Theory
- Reflection & Practices - Air Canada, Ellis Don, Tim Hortons, Mackenzie Valley Gas Pipeline, Cementos Mexicanos, MOCCA
- Cases –Teleflex Canada

Part 2 – Organizational Purpose and Structural Design

Week 2- Mod 2 - Strategy, Organizational Design and Effectiveness

- Strategic Direction
- Organizational Purpose
- Strategy and Design
- Organizational Effectiveness
- Reflection & Practices - Tim Hortons, West Jet, Loblaws
- Cases –Jones Soda, Foldable Show Maker
- Applied Case Study Lecture – Strategy Directional Planning – Boeing Division

Week 3 Mod 3 – Organizational Structure

- Organizational Structure Overview
- Impact of Information Flow on Structure
- Org Design Alternatives
- Functional, Divisional and Geographic Designs
- Matrix Structure, Horizontal Structure, Virtual Networks, Hybrid Structures
- Applications of Structural Design
- Reflection & Practices - Desjardins Group, Ford Motors, Imagination Ltd, Medecins sans Frontiers, Englander Steel, Chemainus Sawmill, Microsoft Corp
- Cases – Aquarius Advertising Agency, Eva's Phoenix Print Shop
- Applied Case Study Lecture – Messier –Dowty Landing Gear

Part 3 – Open System Design Elements

Week 4 -Mod 4 - External Environments

- Environmental Domain
- Environmental Uncertainty
- Adapting to Uncertainty
- Framework for Org Responses to Environmental Uncertainty
- Resource dependence
- Controlling Environmental Resource
- Reflection & Practices - Nokia, Ogilvy & Mather, Joe Fresh, Manitoba Telcom, Walmart, TSX Group, Montreal Exchange
- Cases – Nokia, Acme and Omega Electronics, Vancity

Week 5 - Mod 5 – Inter-organizational Relationships

- Organizational Ecosystem
- Resource Development and Power Strategies
- Collaborative networks - Partnering
- Population Ecology - Ecological change and survival strategies
- Institutionalism - Internal and external view
- Reflection & Practices - Toyota, Chapters, Indigo, Joe Fresh, Bombardier, Apotex, Walmart, Shazam
- Cases- Apple, Hugh Russel Inc

Week 6- Mod 6 - Designing Organization for International business

- Entering the Global Arena
- Designing Structure to Fit Global strategy
- Building Global Capabilities
- Cultural Differences in Coordination and Control
- The Transnational Model of Organization
- Reflection & Practices – Alcan, Brandaïd, ABB, McCain Foods, Sony
- Cases –Ivanhoe Mines, The “Pianistic Other” in Shnezhn

Part 4 – Internal Design Elements

Week 7 - Mod 7 - Manufacturing & Service Technologies

- Core Business Process- Manufacturing Technology Strategy
- Advanced Manufacturing Systems - CIM, FMS, Lean, etc
- Service Technology
- Support Technology
- Department Design
- Workflow Across the Enterprise
- Impact of Technology on Job Design (Socio Technical Systems)
- Reflection & Practices - General Electric Quebec, Maple Leaf Foods, Doepker, Garrison Guitars, Dell, Home Depot, Aravind Eye Hospital, Sports Teams, Pret a Manager
- Cases –Bistro Technology, Metropolitan College

Week 8 - Mod 8 - IT and E Business Information Technology Evolution

- IT technology Evolution
- IT for decision for making and control
- Adding Strategic Value: Strengthening Internal Coordination
- Adding Strategic Value: Strengthening external relationship
- IT impact on Organizational Design
- Reflection & Practices - “Mr Fix- it”, Brampton Hospital, eBay, Ontario Hospital Assoc, Reflection & Buy, Montgomery Watson Harza, Northern Blue Publishing
- Cases –e-Bay, Product X

Week 9- Mod 9 - Org Size Lifecycle & Decline

- Organizational Size - is bigger better
- Organizational Life Cycle
- Organizational Bureaucracy
- Bureaucracy in Changing World
- Organizational Control Strategies
- Organizational Decline and Downsizing
- Reflection & Practices - Interpol, Grackle Coffee Group, United Parcel Service, Imperial Oil, Dofasco, Labatt Brewing, Eatons
- Cases –Daily Grind Coffee Inc, I Love Rewards Inc

Part 5 – Managing Dynamic Processes

Week 10- Mod 10 - Organizational Culture & Ethics

- What is Organizational Culture?
- Organizational Design and Culture
- Organizational Culture, Learning and Performance
- Ethical Values and Social Responsibility
- Sources of Ethical Values
- How Leaders Shape Culture and Ethics
- Organizational Culture and Ethics in a Global Environment
- Reflection & Practices - Birks & Mayors Inc, Sandvine, Mountain Equipment, West Jet, Lululemon, Telus,
- Cases –Gap Healthcare Group, Queens University Canada

Week 11 - Mod 11 - Innovation and Change Management

- The Strategic Role of Change and Innovation
- Elements for Successful Change
- New Products and Services
- Strategy and Structural Change
- Cultural Change
- Strategies for Implementing and Managing Change
- Reflection & Practices – Toyota, Google, Cirque du Soleil, Pratt & Whitney Canada, Procter & Gamble, West Jet Airlines Ltd
- Cases – Toyota Motors, Defence Research development, Osoyoos Band

Week 12- Mod 12 - Decision Making Process

- Individual Decision Making
- Organizational Decision Making
- The Learning Organization
- Contingency Decision Making
- Decision Making in Complex Environments (high velocity, mistakes, escalation)
- Reflection & Practices - Anishinabek Nation, Alberta Consulting, Paramount Pictures, Gillette, Encyclopedia Britannica, Huckabees, Bombardier, Carnegie Mellon University Model

- Cases –The Big Carrot, Nackawic Community

Week 12 - Mod 13 – Conflict Power and Politics

- Socio Political Management
- Intergroup Conflict in Organizations
- Power and Organization Development
- Political Processes in Organizations
- Using Power, Politics and Collaborative Strategies
- Reflection & Practices - Toronto Maple Leafs, Apotex, Liberal Party of Canada, Brotherhood of Locomotive “Engineers”, Canadian Pacific Railway, Yahoo
- Cases –Irving Dynasty, National Hockey League

Weeks 12 and 13 – Final Team Report Powerpoint Presentation