Syllabus

Course Overview

In this course, you will learn how 21st-century organizations structure themselves for learning and performance. This knowledge provides you with the competence to positively affect the future organizations of which you are a part. Our goal is to help you make this a great learning experience that will be transformative. Upon completing this course, you will be able to contribute to your organization through a better understanding of the relationship between strategic performance and choices around organizational structure and learning practices.

You will develop an understanding of organizational structure, learning, and performance. You will explore how various types of organizational structures influence collective organizational intelligence, learning, and practical performance of an enterprise. You will also address the self-organizing nature of adaptive organizations, and participate in a field project to better understand and apply the interrelationship of organizational structure, learning, and performance—often simply referred to as *organization design*.

Course Competencies   **(Read Only)**

To successfully complete this course, you will be expected to:

1   Analyze historical perspectives of the study of organizational structure and design and its applications in today's world.

2   Analyze the impact of learning and performance in organizational structures.

3   Create a model for organizational structure of a high performance organization.

Course Prerequisites

Prerequisite(s): BUS3010, or BUS3011 and BUS3012.

Syllabus ›› Course Materials

Required

The materials listed below are required to complete the learning activities in this course.

Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use Journal and Book Locator. Refer to the Journal and Book Locator library guide to learn how to use this tool.

- Galbraith, J. R. (2014). *Designing organizations: Strategy, structure, and process at the business unit and enterprise levels* (3rd ed.). San Francisco, CA: Jossey-Bass.

Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

Optional

The following optional materials are offered to provide you with a better understanding of the topics in this course. These materials are not required to complete the course.

Projects

Project ›› Organization Research and Design

Project Overview

This course project requires you to apply theories, paradigms, or models related to organizational structure, learning, and performance to a real company of your choice. These concepts are found in the document titled Background Paper you will read in Unit 1. In addition, you will learn about concepts related to designing organizations through reading the course text, *Designing Organizations*. Your field project will be based on an interview with an organizational leader who fits certain criteria. Your final paper will include the interview findings, an organization overview, relevant ideas from the course readings, and your analysis.

Choosing the Interviewee

Choose an organization with at least 10 (but preferably more) full-time employees. The interviewee must fit the following criteria:

- Hold the title of manager or above.
- Have at least two direct reports.
- Have a broad knowledge of the structure and processes of the organization (at either the department level or the whole organization level).

Process Steps

These are the basic steps of the project. Preparation for each step and detailed instructions are included within the assignment instructions.

- Write a paper about the importance of ideas in your course project (Unit 1).
- Submit a plan for your interview (Unit 3).
- Conduct a 45-minute interview with a leader from a high-performing learning organization (Unit 6).
- Submit a draft of the first part of your final paper (Unit 8).
- Submit a draft of the second part of your final paper (Unit 9).
- Submit your final project paper (Unit 10).

- **Written communication**: Written communication should be free of errors that detract from the overall message.
- **APA format**: Resources and citations should be in current APA style and format. Be sure to include title and reference pages.
- **Length**: 15–25 typed, double-spaced pages for final paper, not including the title and reference pages.
- **Font and font size**: Times New Roman, 12 point.

Project Components

Activity	Grade Weight (%)
u01a2 - Organizational Thinking and Your Project	2
u03a2 - Interview Plan	3

Activity	Grade Weight (%)
u08a1 - Course Project Paper Part 1 - Draft	10
u09a1 - Course Project Paper Part 2 - Draft	10
u10a1 - Final Paper	25

Unit 1 ▶▶ Strategy

Introduction

This unit will acquaint you with some of the fundamental concepts of organization structure, learning, and performance, and explain why organizations are experiencing pressure to change in the current environment. You will make contact with and learn about your fellow learners, and establish a relationship with your instructor. You will also become familiar with the Capella resource Thinking Habits of Mind, Heart, and Imagination and the media New Business Realities as a context for your new learning experience. In this unit, you will read the course project information and the document Background Paper that covers theories, paradigms, and models related to organization design. After reading these two items, you will take the first step in your course project by writing a paper in which you relate the project goals to the ideas you encountered in the reading. Finally, you will become familiar with Galbraith's star model and how it can be used as a conceptual framework for organization design.

In addition to beginning your project process, this unit establishes a pattern that continues through the first five units of the course. In each of these units, you will read assigned chapters from the course text, reflect on them in a discussion post, and write a reflective paper as an assignment. You will complete the textbook readings during Units 1–5, allowing you to work with the author's ideas in your course project paper.

Learning Activities

u01s1 - Studies

Readings

Use your *Designing Organizations* text to complete the following:

- Read Chapter 1, "Introduction," pages 1–14.
- Read Chapter 2, "The Star Model," pages 14–56.

Read the Background Paper, which explains the theories, paradigms, and models related to organization design.

Read the resource Thinking Habits of Mind, Heart, and Imagination.

Multimedia

Click New Business Realities to view the illustration. This media will be referenced several times during the course.

u01a1 - Reading Reflection Paper 1

Note: Complete this unit's first discussion before you start working on this assignment.

Overview

The most important first step in mastering the ideas and practices of organization design is to read for conceptual understanding. Galbraith's text is a seminal work in the field and an excellent place to start learning organization design. During the first five units of the course, you will be asked to write on each week's assigned readings in a reflective assignment paper. Writing these papers should take you a step further in thinking about, learning from, and applying the ideas covered in the readings.

The unit readings provide an introduction to organization design and cover Galbraith's star model. Your reflective paper assignment asks you to show your understanding of what you have read and to add your own thoughts and experiences. Completing this assignment will help you apply your new knowledge of organization design.

Instructions

Reflect on the unit readings. For this paper and the rest of the reflective papers in Units 2–5, demonstrate that you remember, understand, and can apply the readings to real-world examples.

Submission Requirements

Your paper should meet the following requirements:

- **Written communication**: Written communication should be free of errors that detract from the overall message.
- **APA format**: Resources and citations should be in current APA format. Be sure to include title and reference pages.
- **Length**: 2–3 typed, double-spaced pages, not including the title and reference pages.
- **Font and font size**: Times New Roman, 12 point.

Course Resources

APA Style and Format

u01a2 - Organizational Thinking and Your Project

Overview

The purpose of the course is to help you understand the combined impact of structure, learning, and performance in organizations, referred to as organization design. Your course project leads you through a process that will enhance your understanding of this topic. The first step is to become acquainted with some of the theories, paradigms, and models related to organization design. In this assignment, you will write a short paper on the relationship between the concepts discussed in the Background Paper and the course project information.

Instructions

Read the Background Paper and the course project information.

In a 1–2-page paper:

- Outline a historical perspective on the development of organization design.
- Explain theories, models, and paradigms that apply to organization design.
- Identify connections between theories, models, or paradigms related to organization design and the activities of a real organization.

Note: You may want to think about using an organization that you can write about later in your course project.

Submission Requirements

Your paper should meet the following requirements:

- **Written communication**: Written communication should be free of errors that detract from the overall message.
- **APA format**: Resources and citations should be in current APA format. Be sure to include title and reference pages.
- **Length**: 1–2 typed, double-spaced pages, not including the title and reference pages.
- **Font and font size**: Times New Roman, 12 point.

Course Resources

APA Style and Format

Background Paper

u01d1 - Reading Reflection

Reflect on the unit readings. Post your thoughts on the readings in 2–3 paragraphs. Use this discussion as a forum to digest your readings and gather ideas for your reflective paper assignment.

Response Guidelines

Read and substantively respond to the posts of at least two other learners.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u01d2 - The Star Model

Based on Galbraith's star model, cite examples from your current or previous organization that fit into the elements of strategy, structure, process, rewards, and people. How might this model help in the design of a high-performing learning organization, and why is there a need for the different elements of the system to be created and seen as a whole?

Response Guidelines

Read and substantively respond to the posts of at least two other learners.

Course Resources

Undergraduate Discussion Participation Scoring Guide

Unit 2 ≫ Structure

 Introduction

In this unit, you will learn about what is still the most common way to structure an organization—the functional approach. Functional organization structures are familiar to most of us. Work and reporting relationships are typically separated by functional expertise such as marketing, human resources (HR), finance, and information technology (IT). In this unit, you will also examine the need for lateral coordination in organizations, most notably in the functional organization but also as it applies to all types of organizational structures. You will discuss the need for effective and efficient lateral coordination, in addition to some of the modern practical tools that can be used to enable lateral processes. Finally, you will have an opportunity to research and apply some of the more common types of organization structures in practice today, including functional, matrix, network, and virtual organizations.

Learning Activities

u02s1 - Studies

Readings

Use your _Designing Organizations_ text to complete the following:

- Read Chapter 3, "Single-Business Strategy and Functional Organization," pages 57–88.
- Read Chapter 4, "Designing the Lateral Organization," pages 89–106.

Library Guide

You will be required to search the Capella University Library for completing some of the assignments in this course. Review the following library guide, which has been created to assist you with using the Capella library for research:

- Organizational Structure, Learning, and Performance Library Guide.

u02s2 - Project - Preparation

Choose an Interviewee

Decide on the type of representative you would like to interview (such as an HR manager, an IT director, a project team leader, et cetera) and choose the type of industry you would like to focus on. Examples might be marketing organizations or departments, IT organizations or departments, fire or police departments, hospitals, banks, et cetera. Note that the organization you select does not have to be a for-profit business. Nonprofit organizations also may work. The interviewee must fit the following criteria:

- Hold the title of manager or above in an organization with at least 10, but preferably more, full-time employees.
- Have at least two direct reports.
- Have a broad knowledge of the structure and processes of the organization (at the department level or the whole organization level).

Request for an Interview

When you contact the interviewee, explain who you are, what you are doing, and how you will use the interview material. Explain the definition, rationale, and critical success factors for a high-performance learning organization, and the relationship of structure and learning to high performance, according to the research. These are the themes discussed in your course text and the Background Paper.

Clarify the following points with your interviewee:

- Seek permission to use his or her name and organization name.
- Explain that you will take copious notes or use a tape recorder.
- Request a 45-minute interview.
- Schedule the interview to take place during Unit 6.

Review the course project information as well as the Unit 3 Interview Plan assignment instructions and scoring guide to understand the requirements and grading criteria.

u02a1 - Reading Reflection Paper 2

Note: Complete this unit's first discussion before you start working on this assignment.

Overview

The unit readings cover ideas about functional organization design and lateral coordination processes. Your reflective paper assignment asks you to show your understanding of what you have read and to add your own thoughts and experiences. Completing this assignment will help you apply your new knowledge of organization design.

Instructions

Reflect on the unit readings. Demonstrate that you remember, understand, and can apply the reading to real-world examples.

Submission Requirements

Your paper should meet the following requirements:

- **Written communication**: Written communication should be free of errors that detract from the overall message.

- **APA format**: Resources and citations should be in current APA format. Be sure to include title and reference pages.
- **Length**: 2–3 typed, double-spaced pages, not including the title and reference pages.
- **Font and font size**: Times New Roman, 12 point.

Course Resources

APA Style and Format

u02a2 - Structural Design Paper

Overview

Modern organizations can take on many different types of design. The days of the traditional functional organization are rapidly giving way to project-based matrix, networked, and even virtual designs. This assignment asks you to explore four types of organizational structure. You will delve deeper into one of them by explaining how it can be used in an organization to attain high performance. Completing this paper will help you see how structure is determined by strategy in the quest for high performance.

Instructions

To prepare for this assessment, use the Capella library to research each of the following designs:

1. Functional organization.
2. Matrix organization.
3. Networked organization.
4. Virtual organization.

You will find that the Capella library contains a vast number of articles on each of these organization designs. Use the Organizational Structure, Learning, and Performance Library Guide (given in the resources) for doing the library research.

In a 2–3-page paper:

- Define each of the four designs listed above and then identify a real-world organization example for each.
- Choose one of the organizational designs from the four and describe how you would use that design to create an organizational structure that would lead to high performance.

Submission Requirements

Your paper should meet the following requirements:

- **Written communication**: Written communication should be free of errors that detract from the overall message.
- **APA format**: Resources and citations should be in current APA format. Be sure to include title and reference pages.
- **Length**: 2–3 typed, double-spaced pages, not including the title and reference pages.
- **Font and font size**: Times New Roman, 12 point.

Course Resources

APA Style and Format

Organizational Structure, Learning, and Performance Library Guide

u02d1 - Reading Reflection

Reflect on your unit readings. Post your thoughts on the readings in 2–3 paragraphs. Use this discussion to digest your readings and gather ideas for your reflective paper.

Response Guidelines

Read and substantively respond to the posts of at least two other learners.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u02d2 - Strategy and Structure

Based on the library research you did for the second assignment in this unit as well as your unit readings, write 2–3 paragraphs about your understanding of how strategy determines structure and why an organization may choose different forms of structure.

Response Guidelines

Read and substantively respond to the posts of at least two other learners.

Course Resources

Undergraduate Discussion Participation Scoring Guide

Unit 3 >> Process

Introduction

In this unit, you will look at the different types of strategy that can be applied to single-business organizations, including product-centric, customer-centric, cost-centric, and what Galbraith refers to as *real-time* organizations. You will see how each of these strategies can be applied to organization design and process in a way that enables competitive advantage. Additionally, you will learn how to build flexible organization models that can relatively quickly and easily adapt to a rapidly changing and volatile environment. Specifically, you will look at how functional organization structures can be designed for reconfiguration and the particularly interesting and increasingly common network approach to organization design.

Learning Activities

u03s1 - Studies

Readings

Use your _Designing Organizations_ text to complete the following:

- Read Chapter 5, "Types of Single-Business Strategy," pages 107–130.
- Read Chapter 6, "The Reconfigurable Functional Organization," pages 131–148.
- Read Chapter 7, "Designing the Network Organization," pages 150–183.

Read the resource Information Interviewing to prepare for planning your interview.

Multimedia

Click How to Interview: Tips and Tricks for the Novice and the Pro to view the presentation. This media will help you in creating your interview plan in this unit and conducting your interview in Unit 6.

u03a1 - Reading Reflection Paper 3

Note: Complete this unit's first discussion before you start working on this assignment.

Overview

The unit readings cover single-business strategy types, the reconfigurable functional organization, and network organization design. Your reflective paper assignment asks you to show your understanding of what you have read and to add your own thoughts and experiences. Completing this assignment will help you activate your new knowledge of organization design.

Instructions

Reflect on the unit readings. Demonstrate that you remember, understand, and can apply the reading to real-world examples.

Submission Requirements

Your paper should meet the following requirements:

- **Written communication**: Written communication should be free of errors that detract from the overall message.
- **APA format**: Resources and citations should be in current APA format. Be sure to include title and reference pages.
- **Length**: 2–3 typed, double-spaced pages, not including the title and reference pages.
- **Font and font size**: Times New Roman, 12 point.

Course Resources

APA Style and Format

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u03a2 - Interview Plan

Overview

This interview is the primary resource for your course project. The quality of the questions and your preparation for conducting the interview will have a critical impact on the success of your project. That means you should prepare the questions based on your knowledge of the company, the interviewee, and what you are learning about high-performing learning organizations through your coursework.

Instructions

Develop an interview plan. Remember to explain your rationale for choosing this interviewee. Use the resource Information Interviewing (given in the resources) to help you plan your interview approach.

Based on your readings thus far, create a list of interview questions that explore the issues of structure, learning, and performance. **Note**: Be careful not to stray into leadership or career management as interview topics. Remember to focus on the topics assigned. The questions could include those about strategy, market environment, organization history, restructuring efforts, learning practices, executive behavior, competitive pressures, performance success criteria, information flow to enhance learning, reward structures that encourage motivation, and methods for enhancing people skill and capabilities. To aid in this process, you are encouraged to use Galbraith's star model as a framework for both your interview and subsequent final course project.

Submission Requirements

Your plan should meet the following requirements:

- **Written communication**: Written communication should be free of errors that detract from the overall message.
- **APA format**: Resources and citations should be in current APA format. Be sure to include title and reference pages.
- **Length**: 2–3 typed, double-spaced pages, not including the title and reference pages.
- **Font and font size**: Times New Roman, 12 point.

u03d1 - Reading Reflection

Reflect on your unit readings. Post your thoughts on the readings in 2–3 paragraphs. Use this discussion to digest your readings and gather ideas for your reflective paper.

Response Guidelines

Read and substantively respond to the posts of at least two other learners.

u03d2 - Tools for Coordination and Communication

Discuss some of the modern tools used in inter- and intra-organizational coordination and communication (for example, corporate intranets, customer relationship management (CRM) systems, external Internet, cloud-based software, and cross-functional teams). Explain how they are used to accomplish work. Provide at least 2–3 examples from practice.

Response Guidelines

Read and substantively respond to the posts of at least two other learners.

Unit 4 ›› Rewards

Introduction

Without motivated and inspired members of an organization, even the most carefully crafted design will fail. In this unit, you will research some of the seminal theories related to human motivation and performance, and consider how they relate to organization design principles and practice. You will also expand your view on strategy and consider how large multi-business organizations approach organization design. You will explore some of the options available to them that differ from single-business approaches. Further, you will see how some of these large multi-business organizations attract, reward, and motivate what Galbraith refers to as organization *talent*. Finally, you will consider how approaches to organization design translate into added value for customers and stakeholders, in general.

Learning Activities

u04s1 - Studies

Readings

Use your _Designing Organizations_ text to complete the following:

- Read Chapter 8, "Multibusiness Strategy and Organization," pages 185–204.
- Read Chapter 9, "The Mixed Model," pages 205–215.
- Read Chapter 10, "Adding Value," pages 217–283.

u04a1 - Reading Reflection Paper 4

Note: Complete this unit's first discussion before you start working on this assignment.

Overview

The unit readings cover the strategy and organization design of multi-business organizations, the mixed-model approach, and how approaches to organization design translate into added value for customers and stakeholders. Your reflective paper assignment asks you to show your understanding of what you have read and to add your own thoughts and experiences. Completing this assignment will help you activate your new knowledge of organization design.

Instructions

Reflect on the unit readings. Demonstrate that you remember, understand, and can apply the readings to real-world examples.

Submission Requirements

Your paper should meet the following requirements:

- **Written communication**: Written communication should be free of errors that detract from the overall message.
- **APA format**: Resources and citations should be in current APA format. Be sure to include title and reference pages.
- **Length**: 2–3 typed, double-spaced pages, not including the title and reference pages.
- **Font and font size**: Times New Roman, 12 point.

Course Resources

APA Style and Format

u04a2 - Human Performance Paper

Overview

While organization design influences the success or failure of a company, the human factor plays a key role as well. Because of this, your study of organization design would be incomplete without an investigation of theories about human motivation.

Instructions

Research the Capella library for articles on human motivation, including at least two of the following:

- Herzberg's motivator-hygiene theory (sometimes referred to as two-factor theory).
- McClelland's need for achievement theory (sometimes referred to as acquired needs theory).
- Equity theory.
- Expectancy theory.

Write a short paper addressing how these theories apply to human performance in an organizational context.

Review the Organizational Structure, Learning, and Performance Library Guide, which will assist you with using the Capella library for research in this course.

Submission Requirements

Your paper should meet the following requirements:

- **Written communication**: Written communication should be free of errors that detract from the overall message.
- **APA format**: Resources and citations should be in current APA format. Be sure to include title and reference pages.
- **Length**: 2–3 typed, double-spaced pages, not including the title and reference pages.
- **Font and font size**: Times New Roman, 12 point.

Course Resources

APA Style and Format

Organizational Structure, Learning, and Performance Library Guide

u04d1 - Reading Reflection

Reflect on your unit readings. Post your thoughts on the readings in 2–3 paragraphs. Use this discussion to digest your readings and gather ideas for your reflective paper.

Response Guidelines

Read and substantively respond to the posts of at least two other learners.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u04d2 - Enhancing Motivation and Performance

Discuss how your current or previous organization uses selection, training, career paths, team-based rewards, skill-based rewards, and profit-sharing to enhance motivation, involvement, learning, and performance.

What recommendations might you offer to your current or previous organization and other organizations to enhance motivation and performance?

Response Guidelines

Read and substantively respond to the posts of at least two other learners.

Course Resources

Undergraduate Discussion Participation Scoring Guide

Unit 5 ›› People

Introduction

In this unit, you will continue your analysis of strategy in relation to organization design by looking at conglomerate and portfolio organizations. You will also consider some of the unique organization design challenges and opportunities evolving in the 21st century, such as big data, and emerging technological advances, such as artificial intelligence. Perhaps, most important, you will consider how, just like people, organizations learn. These *learning organizations* enable innovation, creativity, and long-term sustainable competitive advantage. Organizations can learn from the collective wisdom and experience of their members through a participatory process known as *meaning-making forums*. In this unit, you will develop a better understanding of how organizations learn and share knowledge, in addition to sharing personal experiences with meaning-making forums among your peers.

Learning Activities

u05s1 - Studies

Readings

Use your *Designing Organizations* text to complete the following:

- Read Chapter 11, "The Value-Adding Conglomerates," pages 235–254.
- Read Chapter 12, "Synergy Portfolio Strategies," pages 255–283.
- Read Chapter 13, "Organizational Design Challenges," pages 286–299.

u05a1 - Reading Reflection Paper 5

Note: Complete this unit's first discussion before you start working on this assignment.

Overview

The unit readings cover the strategy and organization design of conglomerate and portfolio organizations and the unique organization design challenges and opportunities in the 21st century. Your reflective paper assignment asks you to show your understanding of what you have read and to add your own thoughts and experiences. Completing this assignment will help you activate your new knowledge of organization design.

Instructions

Reflect on the unit readings. Demonstrate that you remember, understand, and can apply the reading to real-world examples.

Submission Requirements

Your paper should meet the following requirements:

- **Written communication**: Written communication should be free of errors that detract from the overall message.
- **APA format**: Resources and citations should be in current APA format. Be sure to include title and reference pages.
- **Length**: 2–3 typed, double-spaced pages, not including the title and reference pages.
- **Font and font size**: Times New Roman, 12 point.

Course Resources

APA Style and Format

u05a2 - The Learning Organization

Overview

Like people, healthy organizations *learn*. An organization becomes a *learning organization* when it develops processes, systems, and human resources that are capable of sharing knowledge, innovating continuously, and benefitting from mistakes and failures as well as successes. This process leads to a corporate mindset of continuous improvement, always striving for perfection along the way, while understanding that perfection is a state that will never be fully achieved. For this assignment, you will gather ideas and examples about what a learning organization is and how it works.

Instructions

Research the Capella library for articles on the concept of a learning organization. In a 1–2-page paper:

- Explain what a *learning organization* is.
- Describe at least three ways that an organization might *learn.*
- Describe the benefits of an organization being a learning organization.
- Describe any disadvantages to an organization being a learning organization.

Submission Requirements

Your paper should meet the following requirements:

- **Written communication**: Written communication should be well organized and clear, with correct spelling and grammar.
- **APA format**: Resources and citations should be in current APA format. Be sure to include title and reference pages.
- **Length**: 1–2 typed, double-spaced pages, not including the title and reference pages.
- **Font and font size**: Times New Roman, 12 point.

Course Resources

APA Style and Format

Organizational Structure, Learning, and Performance Library Guide

u05d1 - Reading Reflection

Reflect on your unit readings. Post your thoughts on the readings in 2–3 paragraphs. Use this discussion to digest your readings and gather ideas for your reflective paper.

Response Guidelines

Read and substantively respond to the posts of at least two other learners.

Course Resources

Undergraduate Discussion Participation Scoring Guide

u05d2 - Meaning-Making Forums

The notion of a *meaning-making forum* is a relatively simple concept, which is akin to managing from the bottom up in organizations. The idea is rooted in quality management where it is asserted that some of the best ideas come from those closest to the work. For example, a bank that wishes to improve perceptions of customer service may interview tellers and call center staff for their input on how to improve overall customer experience. Most important, these suggestions must be taken seriously by the management and put to effective use to be seen as credible by members of the organization.

Meaning-making forums can take many forms ranging from electronic to in-person. Some examples might be employee focus groups, employee task forces, e-mail suggestion addresses, Web-based suggestion forms, employee surveys, or even just old-fashioned paper-based systems. Whatever form

they take, the important thing to note is that these meaning-making forums are a means for employees to have direct involvement in the structure, strategy, and daily operation of the firm, which, if sincerely embraced by the management, can reliably lead to empowered and higher-performing organizations.

Based on what you have been learning in this course and your own experience, write a post that captures your perspective of a meaning-making forum. Provide examples of how your current or former organization gets employees involved in decision making and change.

Response Guidelines

Read and substantively respond to the posts of at least two other learners.

Course Resources

Undergraduate Discussion Participation Scoring Guide

Unit 6 >> Three Generic Strategies

Introduction

In this unit, you will make progress on the final course project by conducting an interview with the leader of an organization who is familiar with its design and processes. As part of the interview process, you will have an opportunity to apply Galbraith's star model to the conversation and, later, to your interview findings. Finally, you will research and apply a widely used framework for developing strategy—Michael Porter's three generic strategy approaches of low cost, differentiation, and focus. While this may be familiar to some, you will learn to apply Porter's framework in an organization design context.

Learning Activities

u06s1 - Studies

Media

Click How to Interview: Tips and Tricks for the Novice and the Pro to review the presentation. Use this media piece to prepare for your interview in this unit.

Conduct the Interview

Conduct your interview as per the plan you created in Unit 3. Remember to record it or take copious notes, per your prior agreement with the interviewee. You will reflect on this interview in this unit's discussion.

u06a1 - Porter's Three Generic Strategies

Overview

A reliable and time-tested strategic framework can be applied to organization design in determining the overall structure and process. For this assignment, you will research Michael Porter's three generic strategies (low cost, differentiation, and focus) and learn how they can be used as a starting point for organization design. For example, if an organization develops a strategy around low cost (for example, Walmart), they must subsequently design and structure the organization so that it supports low operating costs, thereby enabling providing lower prices for their target customers.

Instructions

Research the Capella library for articles on Michael Porter's three generic strategies: low cost, differentiation, and focus.

In your paper:

- Explain each of Porter's three generic strategies (low cost, differentiation, and focus).
- Provide examples of Porter's strategies in action from business practice.
- Relate Porter's strategies to organization structure and process.
- Apply ideas from peer-reviewed scholarship in your writing.

Submission Requirements

Your paper should meet the following requirements:

- **Written communication**: Written communication should be well organized and clear, with correct spelling and grammar.
- **APA format**: Resources and citations should be in current APA format. Be sure to include title and reference pages.
- **Length**: 1–2 typed, double-spaced pages, not including the title and reference pages.
- **Font and font size**: Times New Roman, 12 point.

Course Resources

APA Style and Format

Information Interviewing

u06d1 - Interview Reflection

This discussion has two parts.

Part 1

Discuss what you learned as an interviewer.

- What seemed to work? What did not work?
- What would you do differently next time?
- How would you change your initial outreach, your explanation of your topic, the medium you chose, or your behavior during the interview to enhance the quality of your data?

Part 2

Common Learning Themes

Review the media New Business Realities and the resource Thinking Habits of Mind, Heart, and Imagination. Select one topic from each and discuss its relevance to your experience in interviewing your chosen organization leader.

Examples:

- New business realities: Did the interview reflect the dynamics of transformational change in complex systems in the structure questions?
- Thinking habits: Did the interview encourage professional self-development through conversational reflection?

Response Guidelines

Read and substantively respond to the posts of at least two other learners.

Course Resources

Undergraduate Discussion Participation Scoring Guide

Thinking Habits of Mind, Heart, and Imagination

New Business Realities | Transcript

Introduction

This unit introduces you to the self-organizing nature of organizations—or, in the case of more rigid organizations—the need to self-organize in today's hyper-competitive and often volatile environment. You will consider the differences between mechanistic and organic organizations and discuss the adaptability of the organization you are studying for your final course project. Finally, you will reflect more deeply on the applicability of the new business realities, the thinking habits, and the information in the Background Paper to organization design practice.

Learning Activities

u07s1 - Studies

Readings

Complete the following:

- Review the document Background Paper.
- Review the resource Thinking Habits of Mind, Heart, and Imagination.

Media

Click New Business Realities to review the illustration.

Course Resources

New Business Realities

u07a1 - Mechanistic and Organic Organization Structures

Overview

Because of today's hyper-competitive and rapidly changing global marketplace, it is absolutely critical that organizations be flexible, adaptable to change, and focused on the customer. Thus, they must completely reinvent themselves as necessary. Literally, it can mean the difference between success and failure.

Instructions

Search the Capella library for articles on mechanistic and organic organization structures. In a 1–2-page paper:

- Define briefly mechanistic organizational structure and organic organizational structure.
- Compare and contrast the main differences between the two types of organizational structure.
- Compare how mechanistic organizations handle the turbulence of hyper-change and hyper-competition versus how organic organizations address the same issues.
- Explain which type of organizational structure you feel is more applicable to the current domestic and global environment, and why.

Please note: The term environment is used throughout this course to mean all of the *external* factors that affect an organization. These include, but are not limited to, the overall political, economic, sociocultural, and technological environment.

Submission Requirements

Your paper should meet the following requirements:

- **Written communication**: Written communication should be well organized and clear, with correct spelling and grammar.

- **APA format**: Resources and citations should be in current APA format. Be sure to include title and reference pages.
- **Length**: 1–2 typed, double-spaced pages, not including the title and reference pages.
- **Font and font size**: Times New Roman, 12 point.

Course Resources

APA Style and Format

Organizational Structure, Learning, and Performance Library Guide

u07a2 - Adaptive Structures Paper

Overview

Organizations tend to *self-organize* in ways that enable them to adapt to their competitive environment. In this assignment, consider how the organization you are studying for your course project uses adaptive structures to enhance organizational performance.

Instructions

Based on your readings from the course text and what you have learned in the course, what adaptive structures are you seeing in the data that you gathered in your interview?

In your paper, write up the answers to the following questions where they apply:

- Does the product or customer segment group structure the organization?
- Does it use teams and networks, market price across multiple profit centers, or partnerships with outside partners to adapt rapidly to changes in its environment?
- Is it tall or flat in terms of levels of leadership?
- Is it a small system acting large through the use of outside partners or a large system acting small through task teams?
- How does the system enhance the horizontal flow and overcome the boundaries of departmental silos?

Submission Requirements

Your paper should meet the following requirements:

- **Written communication**: Written communication should be well organized and clear, with correct spelling and grammar.
- **APA format**: Resources and citations should be in current APA format. Be sure to include title and reference pages.
- **Length**: 2–3 typed, double-spaced pages, not including the title and reference pages.
- **Font and font size**: Times New Roman, 12 point.

Course Resources

APA Style and Format

u07d1 - Mechanistic Versus Organic

Based on your library research for this unit's first assignment, write about your understanding of the difference between a mechanistic organization and an organic organization. Emphasize how an organic organizational system self-organizes and naturally adapts. Provide examples from your current or previous work setting.

Response Guidelines

Read and substantively respond to the posts of at least two other learners.

Undergraduate Discussion Participation Scoring Guide

Unit 8 ≫ Project Paper Part 1: Draft

Introduction

In this unit, you will begin writing the course project paper. You will submit roughly the first half of your paper for instructor feedback. You will also exchange reflections with the rest of the class on what you have learned so far in the course.

Learning Activities

u08s1 - Studies

Readings

Review the document <u>Background Paper</u> and other readings as necessary in preparation for writing your final project paper.

u08a1 - Course Project Paper Part 1 - Draft

Overview

You will write the paper for your final project in three stages, with three separately graded submissions—Part 1 Draft in this unit, Part 2 Draft in Unit 9, and the Final Paper in Unit 10. The final paper will be an integrated paper that includes both Part 1 and Part 2, any changes based on instructor feedback, and additional information and analysis where required.

The overall purpose of the project is to demonstrate your understanding of how organizational structure and learning influence performance and how the principles and concepts related to organization design can provide a basis for making good business decisions. To do this, you will present interpretive findings from your interview, explain how theories, models, and paradigms about organization design apply to the interviewee's organization, and make recommendations for your organization in today's hyper-competitive and rapidly changing environment.

Instructions

Complete a draft of Part 1, Interview Narrative and Brief Organization Analysis.

- Interview narrative.
    - Explain who you interviewed and the agreement you reached to conduct an interview. List your questions. Summarize the findings from each question, including the best stories and quotes in the interviewee's own words.
- Organization analysis.
    - Identify the organization. Describe its industry, products and services, approximate revenue (if known), number of employees, mission, strategy, business goals and objectives, core business processes, capabilities, and competencies.
    - Trace the organization's history, describing any changes to its structure over time.
    - Explain the rationale for major structuring and organization design efforts and how they could (or did) enable improved performance. Discuss whether they yielded the performance hoped for. What role did these efforts play in enabling the organization to be a high-performing learning organization?

Submission Requirements

Your paper should meet the following requirements:

- **Written communication**: Written communication should be well organized and clear, with correct spelling and grammar.
- **APA format**: Resources and citations should be in current APA format. Be sure to include title and reference pages.

- **Length**: 8–10 typed, double-spaced pages, not including the title and reference pages.
- **Font and font size**: Times New Roman, 12 point.

Course Resources

[APA Style and Format](#)

[Thinking Habits of Mind, Heart, and Imagination](#)

[New Business Realities](#) | Transcript

u08d1 - Course Reflection

Reflect on what you have learned in the course. Explain what organization design means to you at this point in the course and how your ideas have developed from the beginning of the course.

Response Guidelines

Read and substantively respond to the posts of at least two other learners.

Course Resources

Undergraduate Discussion Participation Scoring Guide

Unit 9 ❯❯ Project Paper Part 2: Draft

Introduction

In this unit, you will take on the role of an organization design consultant and make recommendations for the organization you are studying as part of your final course project. You should also take time to incorporate any changes your instructor may have recommended for the draft you created in Unit 8.

Learning Activities

u09a1 - Course Project Paper Part 2 - Draft

Overview

This part of the course project is intended to more deeply explore and apply the principles of organization design you have learned in this course. The theories, models, and paradigms will come from the Background Paper you have read, from the course text, and from your research and discussion of other concepts throughout the course. The purpose is to demonstrate your understanding of these concepts and to practice applying them to the real-world organization you discovered through your interview.

Instructions

Complete the draft of Part 2: Recommendations for Your Organization.

Make recommendations for enhancing the organization's performance through structure, learning, and organization design practices.

Be sure to:

- Develop your recommendations in a way that is practical, actionable, and based on sound rationale. Use theories, models, or paradigms that you have learned in this course. Include concepts you have learned about what types of structures, practices, and methods enable organizations to perform better. You may choose to draw upon exercises that you worked on in previous units.
- Include some of your best quotes and stories to show how your recommendations can help the organization develop a more sustainable competitive advantage.
- Incorporate additional library research about theories, models, or paradigms related to organization design to strengthen your arguments.

Submission Requirements

Your paper should meet the following requirements:

- **Written communication**: Written communication should be well organized and clear, with correct spelling and grammar.
- **APA format**: Resources and citations should be in current APA format. Be sure to include title and reference pages.
- **Length**: 10–15 typed, double-spaced pages, not including the title and reference pages.
- **Font and font size**: Times New Roman, 12 point.

Course Resources

APA Style and Format

Thinking Habits of Mind, Heart, and Imagination

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Unit 10 ❯❯ Final Paper

 Introduction

You have reached the end of the course. In this unit, you will compile and make any instructor-recommended changes to the drafts you created in Units 8 and 9. Make any last edits and submit the final paper as one cohesive, well-written document.

Learning Activities

u10a1 - Final Paper

Overview

In this assignment, you will compile your work from this course into a final project.

Instructions

Compile your two drafts (Part 1 and Part 2) and make changes that reflect instructor feedback as well as any additional research and analysis you completed after you submitted the two draft papers. Your final paper should be a comprehensive and cohesive product. Be certain to check the Final Project Scoring Guide to ensure all requirements have been met. Make your submission by the end of this unit.

Submission Requirements

Your paper should meet the following requirements:

- **Written communication**: Written communication should be well organized and clear, with correct spelling and grammar.
- **APA format**: Resources and citations should be in current APA format. Be sure to include title and reference pages.
- **Length**: 18–25 typed, double-spaced pages, not including the title and reference pages.
- **Font and font size**: Times New Roman, 12 point.

Course Resources

APA Style and Format