



Spring Term 2012

## Designing Effective Organizations

**NEW** Bachelor Lecture  
Syllabus

**Module Number:** 03SMBOEC0132

**Room:** [K02-F-175](#)

**Starting from:** February 21<sup>st</sup>, 2012

**Lecturer:** Stéphane Guérard, PhD

**Exam Date:** June 19<sup>th</sup>, 2012; [KOL-F-104](#)

**ECTS-Points:** 3

**Course webpage:** <http://www.business.uzh.ch/professorships/om/teaching/current.html>

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### Course overview

Through the use of case studies, invited experts and practical frameworks, this lecture provides a solid overview of the form organizations can take in order to increase their efficiency, effectiveness or innovativeness. It is built to help students and managers to critically reflect and take into account the various dimensions affecting the design of organizations.

This lecture is entirely delivered in **English** and requires your full **participation**.

To access or receive the readings, you need to register on OLAT.

### Course objectives

By the end of this course you will be able to:

1. Analyze real life case studies.
2. Understand the importance of the fit between different organizational elements on organizational performance.
3. Identify the pros and cons of different organizational structures.
4. Engage in active discussions related to organizational design.

### Course prerequisites

None

### Exams and grading

The grades will be based on a 120-minute exam composed of a case study analysis (60%) and multiple choice questions (40%). Please note that the exam is in English only (including your answers) and is scheduled to take place on June 19<sup>th</sup>, 2012.

### Your responsibility

You are responsible to carefully read **all** the material before the lecture and to actively participate during the lecture.



### Course material

The textbook required for this lecture is:

**Galbraith, J.R. 2002. Designing Organizations: An executive guide to strategy, structure, and process, San Francisco: Jossey-Bass** (The cost is around Sfr 33 on Amazon).

The slides will be available on OLAT and additional readings will be distributed by email via OLAT. Please register to OLAT ASAP. There is no podcast available for this lecture.

### Course content

#### 1. Introducing the lecture

February 21<sup>st</sup>, 10h15-12h00

Readings: Galbraith (p.1-23; chapters 1, 2 and part of the 3<sup>rd</sup>; Available via OLAT).

#### 2. Identifying Core Competencies

February 28<sup>th</sup>, 10h15-12h00

Readings: pages 65-82 (Distributed via email)

Case: Dell (p.1-12; Distributed via email)

#### 3. Defining the Right Strategy for the Right Customers

March 6<sup>th</sup>, 10h15-12h00

Readings: pages 91-113 (Distributed via email)

Case: The Global Watch Industry (page 1-10 incl.) (Distributed via email)

#### 4. Choosing a Structure

March 13<sup>th</sup>, 10h15-12h00

Reading: pages 104-128 (distributed via email)

Case: pages 384-390 (distributed via email)

#### 5. Establishing Processes to Facilitate Information Flow

March 20<sup>th</sup>, 10h15-12h00

Readings: Galbraith (p.38-55; chapter 4)

Case: pages 131-133 (Distributed via email)

#### 6. Building Processes around Technology

March 27<sup>th</sup>, 10h15-12h00

Readings: pages 266-294 (Distributed via email)

Case: pages 300-302 (Distributed via email)

#### 7. Taking People and Rewards into Account

April 3<sup>rd</sup>, 10h15-12h00

Readings: Strategic human resource management (Distributed via email)

Guest Speaker (to be confirmed)

#### 8. Orienting the Structure to Answer Customers Needs

April 17<sup>th</sup>, 10h15-12h00

Readings: Galbraith (p.116-134; chap 8)

Case study: Trojan Technology (Distributed via email)



**9. Designing Organizations for the International Environment**

April 24<sup>th</sup>, 10h15-12h00

Readings: p.222-252 (Distributed via email)

Guest speakers (to be confirmed)

**10. Cooperating**

May 8<sup>th</sup>, 10h15-12h00

Readings: pages 225-244 (Distributed via email)

Case: Eli Lilly and Ranbaxy (Distributed via email)

**11. Innovating**

May 15<sup>th</sup>, 10h15-12h00

Readings: pages 454-465 (Distributed via email)

Case: page 1-8 (Distributed via email)

**12. Organizing the Continuous Design Process**

May 22<sup>nd</sup>, 10h15-12h00

Readings: Galbraith (pages 154-180; chapter 10)

Guest Speaker (to be confirmed)

**13. Synthesizing and Evaluating the Lecture**

May 29<sup>th</sup>, 10h15-12h00

**Holidays**

Please note that April 10th and May 1th are holidays.

**WWF statutory course policies**

- According to WWF study regulations, all exam dates are final as published in the VVZ. This means that the (midterm and) final exam date(s) and time(s) are not negotiable. It will not be possible to take any exams on different dates.
- Check your class schedule for possible exam conflicts at the beginning of the semester, as this is your own responsibility. If you want to avoid heavy workload and taking multiple exams in one day you will have to rearrange your class schedule accordingly before the semester begins.
- Academic dishonesty will not be tolerated. Anyone caught cheating or engaging in unethical behavior will be reported to the Dean's office.
- Don't forget to officially register using the registration tool of the University of Zurich.

**Note:** The information in this syllabus supports the official information in the electronic university registration tool (VVZ – Vorlesungsverzeichnis). In case of doubt, the official information at the VVZ is decisive.

**Reading and other requirements**

- The material covered in the classroom will generally correspond to the material assigned in the textbook, although the lectures may present the material from a different point of view. The lectures and the readings are complementary rather than substitutes.
- Note that reading the slides are not a substitute for the readings.
- You are responsible to keep yourself inform about changes or additions that may be announced during the lecture.



**Behavior during the lecture**

- Please turn off your cell phones during the lecture.
- No computers allowed during the lecture.
- Please do not eat in class.

**Class communication**

- Documents for this lecture are available via OLAT: [www.olat.uzh.ch](http://www.olat.uzh.ch)
- E-mail is the official method of communication for this lecture. If I send an e-mail to your registered address I consider you to have been informed.

**Grading policies**

- Grading will be on a curve.
- Your final grade will depend on your rank in the class at the end of the semester.
- Grades are not negotiable.

**Students with disabilities**

- Students with disability should contact the lecturer and the disability office as early as possible to make the necessary arrangement.