

ORGANIZATION DESIGN

Term III

INSTRUCTORS

Prof. Diego Campagnolo

University of Padova
Department of Economics and Management
Phone: +39 049 8274247

Diego.campagnolo@unipd.it

Prof. Martina Gianecchini

University of Padova
Department of Economics and Management
Phone: +39 049 8273847

Martina.gianecchini@unipd.it

COURSE DESCRIPTION

The objective of this course is to introduce students to the processes and tools for designing organization structure. The course uses diverse theoretical perspectives to help students understand how the design of organizations affects performance.

The first part (classes 1-4) attempts to explain organization structure based on optimal coordination of interactions among activities. The main idea is that the optimal design of the organization trades off the costs and benefits of various configurations.

The second part (classes 5-6) introduces new challenges in organizational design, coming from changes in competitive, technological and institutional environment; global competition, modularity and new organizational forms.

This course encourages the application of advanced conceptual and theoretical perspectives to the design of organizations and the linkage mechanisms that organizations must develop to manage their environments.

EXAM & EVALUATION

Article presentation (40%)

Each student will be required to complete all the required readings (assigned at the beginning of the course) before each class, and to be prepared to discuss them during the class. In each class, there will be 3 presentations (required readings) by 3 different students (in the first and in the last class there will be no students presentation, but only discussion). The classes will be organized as follows: at first, the presenting student will present the article (about 30 minutes) as he/she was the author (using a ppt presentation). At the end of each presentation all students will discuss together the article. Presenters are responsible for providing handouts for all the participants and they are required to upload them in the Moodle page of the course.

Final Exam (60%)

At the end of the course there will be a final exam with 5 open ended questions concerning topics presented during the course (each student will be required to complete 4 out of the 5 questions).

Schedule and readings

n.	Topic	Readings
1	Organizational Theory and Organizational Design	<ol style="list-style-type: none"> 1. ANAND N., DAFT R.L., 2007, "What is the Right Organization Design?", <i>Organizational Dynamics</i>, 36(4), 329–344 2. GREENWOOD R., MILLER D., 2010, "Tackling design anew: Getting back to the heart of organizational theory", <i>Academy of Management Perspectives</i>, 24(4), 78 – 88 <p><i>Supplemental readings</i> KOGUT B., ZANDER U., 1996, "What firms do? Coordination, Identity and Learning", <i>Organization Science</i>, 7(5), 502-518</p>
2	Organizational Forms	<ol style="list-style-type: none"> 1. MINTZBERG H., 1980, "Structure in 5's: A Synthesis of the Research on Organization Design", <i>Management Science</i>, 26(3), 322-341. 2. ROBERTSON, B. J. (2007). Organization at the Leading Edge: Introducing Holacracy™. <i>Integral Leadership Review</i>, 7(3). (http://xa.yimg.com/kq/groups/271933/278623972/name/HolacracyIntro2007-06.pdf) 3. PURANAM, P., ALEXY, O., & REITZIG, M. (2014). What's "new" about new forms of organizing?. <i>Academy of Management Review</i>, 39(2), 162-180. <p><i>Supplemental readings</i> FOSS N. J., 2002, "New Organizational Forms – Critical Perspectives", <i>International Journal of the Economics of Business</i>, 9(1), 1-8. MCKENDRICK D., CARROLL G., 2001, "On the Genesis of Organizational Forms: Evidence from the Market for Disk Arrays", <i>Organization Science</i>, 12(6), 661-682</p>
3	Perspective on organizational design and change	<ol style="list-style-type: none"> 1. GRESOV C., DRAZIN R., 1997, "Equifinality: Functional Equivalence in Organization Design", <i>The Academy of Management Review</i>, 22(2), 403-428 2. GREENWOOD R., HININGS C.R., 1993, "Understanding strategic change: The contribution of archetypes". <i>Academy of Management Journal</i>, 36(5), 1052-1081. 3. FISS, P. C. (2011). Building better causal theories: A fuzzy set approach to typologies in organization research. <i>Academy of Management Journal</i>, 54(2), 393-420. <p><i>Supplemental readings</i> FELIN, T., FOSS, N. J., & PLOYHART, R. E. (2015). The microfoundations movement in strategy and organization theory. <i>The Academy of Management Annals</i>, 9(1), 575-632. GRANDORI A., SODA G., 2006, "A Relational Approach to Organization Design", <i>Industry and Innovation</i>, 13(2), 151–172 GULATI, R., & PURANAM, P. (2009). Renewal through reorganization: The value of inconsistencies between formal and informal organization. <i>Organization Science</i>, 20(2), 422-440. HARRIS M., RAVIV A., 2002, "Organization design", <i>Management Science</i>, 48(7), 852–865 MEYER A.D., TSUI A.S., HININGS C.R., 1993, "Configurational Approaches to Organizational Analysis", <i>The Academy of Management Journal</i>, 36(6), 1175-1195</p>
4	Organizational Design and performance	<ol style="list-style-type: none"> 1. PURANAM P., SINGH H., CHAUDHURI S., 2009, "Integrating Acquired Capabilities: When Structural Integration Is (Un)necessary", <i>Organization Science</i>, 20, 313-328

		<p>2. SINE, W. D., MITSUHASHI, H., & KIRSCH, D. A. (2006). Revisiting Burns and Stalker: Formal structure and new venture performance in emerging economic sectors. <i>Academy of Management Journal</i>, 49(1), 121-132.</p> <p>3. COSH, A., FU, X., & HUGHES, A. (2012). Organisation structure and innovation performance in different environments. <i>Small Business Economics</i>, 39(2), 301-317.</p> <p><i>Supplemental readings</i> RIVKIN J.W., SIGGELKOW N., 2003, "Balancing Search and Stability: Interdependencies Among Elements of Organizational Design", <i>Management Science</i>, 49, 290-311 BLOOMFIELD B.P., COOMBS R., 1992, "Information Technology, Control and Power: The Centralization and Decentralization Debate Revisited", <i>Journal of Management Studies</i>, 29(4), 459-459. CAMUFFO, A., & WILHELM, M. (2016). Complementarities and organizational (Mis) fit: a retrospective analysis of the Toyota recall crisis. <i>Journal of Organization Design</i>, 5(1), 1-13. RICHARDSON H. A, VANDENBERG R. J., BLUM T. C., ROMAN P. M., 2002, "Does Decentralization Make a Difference for the Organization? An Examination of the Boundary Conditions Circumscribing Decentralized Decision-Making and Organizational Financial Performance", <i>Journal of Management</i>, 28(2), 217-244.</p>
5	Organizational forms for the internationalization	<p>1. Birkinshaw, J.M., Morrison, A.J., 1995, Configurations of strategy and structure in subsidiaries of multinational corporations. <i>Journal of international business studies</i>, 729-753.</p> <p>2. Meyer, K. E., Mudambi, R., & Narula, R., 2011, Multinational enterprises and local contexts: the opportunities and challenges of multiple embeddedness. <i>Journal of Management Studies</i>, 48(2), 235-252.</p> <p>3. Mudambi, R., 2011, Hierarchy, coordination and innovation in the multinational enterprise, <i>Global Strategy Journal</i> 1:317-323</p> <p><i>Supplemental readings</i> Koza, M. P., & Lewin, A. Y. (1998). The co-evolution of strategic alliances. <i>Organization science</i>, 9(3), 255-264. Tallman, S. B. (1992). A strategic management perspective on host country structure of multinational enterprises. <i>Journal of Management</i>, 18(3), 455-471. Perlmutter H.V., 1969, The tortuous evolution of the multinational corporation, <i>Columbia Journal of World Business</i>, 4, 9-18.</p>
6	Modularity & Organizational Design	<p>1. CAMPAGNOLO D., CAMUFFO A., 2010, "The concept of modularity in management studies: a literature review" <i>International Journal of Management Reviews</i>, 12(3), 259-283.</p> <p>2. SCHILLING, M.A. STEENSMA, H.K., 2001, The use of modular organizational forms: an industry-level analysis. <i>Academy of Management Journal</i>, 44, 1149–1168.</p> <p>3. KARIM, S. (2006). Modularity in organizational structure: the reconfiguration of internally developed and acquired business units. <i>Strategic Management Journal</i>, 27, 799-823.</p> <p><i>Supplemental readings</i> LANGLOIS, R.N. (2002). Modularity in technology and organization. <i>Journal of Economic Behavior and Organization</i>, 49, 19–37. ETHIRAJ, S.K. AND LEVINTHAL, D. (2004a). Bounded rationality and the search for organizational architecture: an evolutionary perspective on the design of organizations and their evolvability. <i>Administrative Science Quarterly</i>, 49, 404–437.</p>

7	Doing research in Organizational Design	<ol style="list-style-type: none"> 1. Colquitt, J. A., & George, G. (2011). Publishing in AMJ—part 1: topic choice. <i>Academy of Management Journal</i>, 54(3), 432-435. 2. Bono, J. E., & McNamara, G. (2011). Publishing in AMJ—Part 2: Research design. <i>Academy of Management Journal</i>, 54(4), 657-660. 3. Grant, A. M., & Pollock, T. G. (2011). Publishing in AMJ—Part 3: Setting the hook. <i>Academy of Management Journal</i>, 54(5), 873-879. 4. Sparrowe, R. T., & Mayer, K. J. (2011). Publishing in AMJ—Part 4: Grounding Hypotheses. <i>Academy of Management Journal</i>, 54(6), 1098-1102. 5. Zhang, Y. A., & Shaw, J. D. (2012). Publishing in AMJ—Part 5: Crafting the methods and results. <i>Academy of Management Journal</i>, 55(1), 8-12. 6. Geletkanycz, M., & Tepper, B. J. (2012). Publishing in AMJ—part 6: Discussing the implications. <i>Academy of Management Journal</i>, 55(2), 256-260. 7. Corley, K. (2012). Publishing in AMJ—Part 7: What's Different about Qualitative Research?. <i>Academy of management Journal</i>, 55(3), 509-513. 8. Scandura, T. A., & Williams, E. A. (2000). Research methodology in management: Current practices, trends, and implications for future research. <i>Academy of Management journal</i>, 43(6), 1248-1264.
---	---	--