

工作與組織設計

Work and Organizational Design

Fall 2009 Course Syllabus
Department of Business Administration
National Central University

The Course

Semester: Fall 2009

Time: Monday 13:00 – 16:00

Course Type: Lecture, presentation, projectwork

Course Units: 3.0

Lecture and Lab Room: I-304

Restriction: Graduate students limited

The Instructor

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■ Introduction to the course

The purpose of this course is to introduce the concepts of job, team, and organizational design. By starting at the initialing work of Job Characteristics Model, this course is particularly focused on the integrated approach of work design by incorporating the various aspects of organizations, such as information technology, group dynamic, and social interactions and relationships, to advance our understanding of work design.

One of the particular assignment of this course is to apply an integrated measurement tool for work design in the basis of Taiwan's industries. By following with Morgeson and Humphrey's (2006) job on Work Design Questionnaire (WDQ), this course request students to develop an own questionnaire to assess the appropriate work design. A comprehensive understanding on the course issues will be achieved via the team work of instrument development.

General issues include Job design and Job redesign, team design and team function, and organizational design and change, specially for the discussion of creativity and innovation, cultural differences, virtual organization, and health and well-being.

■ Assignment

Empirical Study and Final Paper:

Students in this class have to complete an empirical study based on the Morgeson and Humphrey's (2006) job on Work Design Questionnaire (WDQ). The major task is that student

in individual person or in teamwork have to collect data to prove the quality of translated question items. Each person or working team may take different studied sample in interest, such as R&D employees, salesman, teachers, etc. Analyses may be extensive for criterion related constructs in correspond to Morgeson and Humphrey's original work. Paper in final version has to be well-written and ready to conference presentation. Results of analyses have to be orally reported in class in final week. Instructor may help students to process the study as the following stages:

Paper reading and presentation

Reading materials will be introduced to students in the very first day of the course. Each student has to pickup at least one article for oral presentation in class. Discussion the reading materials for each week will be leaded by students and comment by the previous presenter. The leader could have her/his own format and style for the progress of the interaction. A handout in paper has to be kept by instructor for the purpose of grading record. Special materials, examples, empirical demos, are encouraged.

Date and Coursework		
1.	09/14	CLASS INTRODUCTION; ASSIGNMENT ARRANGEMENT
2.	09/21	WORK DESIGN: AN REVIEW
3.	09/28	CLASSIC THEORY OF WORK DESIGN: HACKMAN & OLDHAM
4.	10/05	COMTEMPORARY DEVELOPMENT OF WORK DESIGN THEORY
5.	10/12	EXTENTION OF THE A WORK DESIGN THEORY
6.	10/19	ACTION 1: PILOT STUDY
7.	10/26	ACTION 2: DATA CREATION
8.	11/02	ACTION 3: DATA ANALYSIS
9.	11/09	WEST VS EAST? CULTURAL DIFFERENCES
10.	11/16	TEAMWORK AND OUTCOME
11.	11/23	MULTILEVEL MODELING OF TEAMOWKR
12.	11/30	EFFICACY AND TEAMOWKR OUTCOME
13.	12/07	VIRTUAL WORK
14.	12/14	WORK and HEALTHY
15.	12/21	ORGANIZATIONAL DESIGN
16.	12/28	MULTINATIONAL ORGANIZATIONS
17.	01/04	ORAL PRESENTATION
18.	01/11	Final review

■ Grading

Evaluation of student performance is based on the following criteria:

1. Class participation (attendance, class interaction, after-class discussion) **10%**
2. Oral presentation (familiarity with the topic, clarity of summarization, reflective thinking). **40%**
3. Final term paper **50%**

■ Textbooks and References

This course do not have any assigned textbook. Instead a series of reading list will be predetermined by the instructor and pass to the audor. Students can find the papers via library internet system or instructor office.

Class Schedule and Reading List

1. WORK DESIGN: AN REVIEW

*Morgeson, F. P., & Campion, M. A. (2003). Work design. In W. C. Borman, D. R. Ilgen, & R. J. Klimoski (Eds.), *Handbook of psychology: Industrial and organizational psychology* (Vol. 12, pp. 423–452). Hoboken, NJ: Wiley.

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16, 250–279.

Hackman, J. R., & Oldham, G.R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60, 159-170

Hackman, J. R., & Oldham, G. R. (1980). *Work redesign*. Reading, MA: Addison-Wesley.

2. CLASSIC THEORY OF WORK DESIGN: HACKMAN & OLDHAM

*Shafer, S.M., Tepper, B.J., Meredith, J.R., and Marsh, R., 1995. Comparing the effects of cellular and functional manufacturing on employees' perceptions and attitudes, *Journal of Operations Management*, vol. 12, no. 2, p.p. 63-64.

*Rungtusanatham, M., & Anderson, J. C. (1996). A clarification on conceptual and methodological issues related to the Job Characteristics Model. *Journal of Operations Management*, vol. 14, no.4, p.p. 357-367.

*Tepper, B. J., Shafer, S. M., Meredith, J. R., & Marsh, R. (1996). A clarification on conceptual and methodological issues related to the Job Characteristics Model: A reply. *Journal of Operations Management*, vol. 14, no.4, p.p. 369-372.

3. CONTEMPORARY DEVELOPMENT OF WORK DESIGN THEORY

*Campion, M. A., Mumford, T. V., Morgeson, F. P., & Nahrgang, J. D. (2005). Work redesign: Obstacles and opportunities. *Human Resource Management*, 44, 367–390.

*Torraco, R. J. (2005). Work design theory: A review and critique with implications for human resource development. *Human Resource Development Quarterly*. 16(1), 85-109.

4. EXTENTION OF THE A WORK DESIGN THEORY

*Humphrey, S. E.; Nahrgang, J. D.; Morgeson, F. P. (2007). Integrating motivational, social, and contextual work design features: A meta-analytic summary and theoretical extension of the work design literature. *Journal of Applied Psychology*, 92(5), 1332-1356.

*Morgeson, F. P., & Humphrey, S. E. (2006). The Work Design Questionnaire (WDQ): Developing and validating a comprehensive measure for assessing job design and the nature of work. *Journal of Applied Psychology*, 91, 1321–1339.

* Sandra Ohly, Sabine Sonnentag, Franziska Pluntke (2006). Routinization, work characteristics and their relationships with creative and proactive behaviors, *Journal of Organizational Behavior*, 27(3), 257-279.

5. WEST VS EAST? CULTURAL DIFFERENCES

*Man, D. C., & Lam, S. S. (2003). The effects of job complexity and autonomy on cohesiveness in collectivistic and individualistic work groups: a cross-cultural analysis. *Journal of Organizational Behavior*, 24(8), 979-1001.

Sadler-Smith, E., El-Kot, G., & Leat, M. (2003). Differentiating work autonomy facets in a non-Western context, *Journal of Organizational Behavior*, 24(6), 709-731.

6. TEAMWORK AND OUTCOME

*Hollenbeck, J. R., DeRue, D. S., & Guzzo, R. (2004). Bridging the gap between I/O research and HR practice: Improving team composition, team training, and team task design. *Human Resource Management*, 43(4) 353-366.

*Shin, S. J., & Zhou, J. (2007). When is educational specialization heterogeneity related to creativity in research and development teams? Transformational leadership as a moderator. *Journal of Applied Psychology*, 92(6), 1709-1721.

7. MULTILEVEL MODELING OF TEAMOWKR

*Molleman, E., & van den Beukel, A. (2007). Worker flexibility and its perceived contribution to performance: The moderating role of task characteristics. *Human Factors and Ergonomics in Manufacturing*, 17(2), 117-135.

8. EFFICACY AND TEAMWORK OUTCOME

*Yeo, G. B., & Neal, A. (2006). An Examination of the Dynamic Relationship Between Self-Efficacy and Performance Across Levels of Analysis and Levels of Specificity. *Journal of Applied Psychology*, 91(5), 1088-1101.

*Tasa, K., & Taggar, S. (2007). The Development of Collective Efficacy in Teams: A Multilevel and Longitudinal Perspective. *Journal of Applied Psychology*, 92(1), 17-27.

9. VIRTUAL WORK

*Darleen M. DeRosa, Donald A. Hantula, Ned Kock, John D'Arcy (2004). Trust and leadership in virtual teamwork: A media naturalness perspective, *Human Resource Management*, 43(2-3), 219-234.

*Golden, T. D. (2006). The role of relationships in understanding telecommuter satisfaction *Journal of Organizational Behavior*, 27(3), 319-340.

10. WORK HEALTHY

*Vischer, J. C. (2007). The effects of the physical environment on job performance: towards a theoretical model of workspace stress, *Stress and Health*, 23(3), 175-184

*Dijkers, J. S. E., Geurts, S. A. E., Kompier, M A. J., Taris, T. W., Houtman, I. L. D., & van den Heuvel, F. (2007). Does workload cause work-home interference or is it the other way around? *Stress and Health*. 23(5), 303-314.

11. ORGANIZATIONAL DESIGN

*Russo, M. V.; Harrison, N. S. (2005). Organizational design and environmental performance: Clues from the electronics industry. *Academy of Management Journal*, 48(4), 582-593.

DeSanctis, G., Glass, J. T., Ensing, I. M. (2002). Organizational designs for R&D. *Academy of Management Executive*, 16(3), 55-66.

12. MULTINATIONAL ORGANIZATIONS

*Gibson, C. B., Waller, M. J., Carpenter, M. A., Conte, J. M. (2007). Antecedents, consequences, and moderators of time perspective heterogeneity for knowledge management in MNO teams, *Journal of Organizational Behavior*, 28(8), 1005-1034.