

Business Economics II (Fall)

Organizational Architecture

Instructor: Prof. Kotaro Tsuru

Required (1st yr.) / Introductory Subjects / 2 credits

The objective of this course is to learn organizational architecture as an important determinant of the success and failure of firms. The course provides a framework that identifies two critical aspects of corporate organization: (1)the assignment decision rights within firms, (2)the method of rewarding individuals. Next year, this course will cover Part 4.

Students are required to download, read and listen to a power-point file with voice every week and submit a report at the end of the course.

Course Plan :

- 1 Introduction
- 2 Chapter 11 Organizational Architecture
- 3 Chapter 12 Decision Rights: The Level of Empowerment ①(pp.376-389)
- 4 Chapter 12 Decision Rights: The Level of Empowerment ②(pp.389-403)
- 5 Chapter 13 Decision Rights: Bundling Tasks into Jobs and Subunits ①(pp.410-420)
- 6 Chapter 13 Decision Rights: Bundling Tasks into Jobs and Subunits ②(pp.420-431)
- 7 Review of Chapter 12 and 13
- 8 Chapter 14 Attracting and Retaining Qualified Employees ①(pp.438-450)
- 9 Chapter 14 Attracting and Retaining Qualified Employees ②(pp.451-463)
- 10 Chapter 15 Incentive Compensation ①(pp.469-481)
- 11 Chapter 15 Incentive Compensation ②(pp.482-493)
- 12 Review of Chapter 14 and 15
- 13 Summary 1
- Other Summary 2

Method of Evaluation :

Report

Textbooks :

J. Brickley, C. Smith and J. Zimmerman, Managerial Economics and Organizational Architecture, Sixth Edition, McGraw-Hill International Edition, 2016

Lecturer's Comments to Students :

You will find information on the URLs of BOX files that contain video files and other class materials in the class site of keio.jp at the beginning of the term