University of North Texas at Dallas
Fall 2014
SYLLABUS

MGMT 4860: Organization Design and Change
3 Credit Hours

Department of	Management	Division	Business

Instructor Name:	**Dr. Larry D. Terry, II**
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Office Hours:	By Appointment
Virtual Office Hours:	Tuesday-Thursday, 11:00 a.m. – 4:00 p.m.

Classroom Location:	N/A
Class Meeting Days & Times:	N/A

Course Catalog Description:	Organizational design is a primary management tool for organizing business processes and developing organizational capabilities. The course focuses on developing an understanding of the basics of organizational design, how to utilize organizational design principles to manage change, and how to keep the design aligned with the needs of the firm and the demands to which it must respond. The design and development effort includes study of organizational structures, the basic work patterns of the organization, organizational cultures, managerial roles, and the use of teams.

Prerequisites:	N/A
Co-requisites:	N/A

Required Material:	Daft, R.L. (2010). *Organization Theory and Design* (10th ed.). South-Western Cengage Learning: Mason, Ohio.

Recommended Text and References:	N/A

Access to Learning Resources:	UNT Dallas Library:
	    phone: (972) 780-3625;
	    web: http://www.unt.edu/unt-dallas/library.htm
	UNT Dallas Bookstore:
	    phone: (972) 780-3652;
	    e-mail: 1012mgr@fheg.follett.com

Course Goals or Overview:
The goal of this course is to give students an understanding of the various concepts and theories related to organizational life. In surveying the various structures, processes, systems, and humanistic elements that affect the internal and external environments, students will be able to effectively operate within a wide variety of public, private, and nonprofit organizations.

Learning Objectives/Outcomes:

1. Demonstrate an understanding of how organization theory aids managers and other members in meeting organizational needs and diagnosing problems.

2. Distinguish between various strategies managers use to pursue organizational goals, and understand how

strategies affect organizational design.

3. Demonstrate an understanding between organizational design structures (functional, divisional, matrix, horizontal, virtual network, hybrid), when each is appropriate, and how misalignment of structures affects performance.

4. Assess external environmental conditions by applying the *simple-complex and stable-unstable* framework; understand how the need for information and need for resources affect the organization.

5. Demonstrate an understanding of how interorganizational relationships affect organizational success.

6. Identify the structural components necessary for integration into the international environment, its challenges, and describe how the *transnational model* facilitates this integration.

7. Distinguish between core and non-core work processes and their relationship to designing an organizational structure, and explain how technology affects these structural decisions.

8. Demonstrate how IT can be used for strategic decision making and control of the organization.

9. Demonstrate how organizational size relates to structure, and identify methods for dealing with organizational decline.

10. Evaluate an organization's culture by identifying its elements and proposing ways to integrate them into strategy.

11. Explain the driving forces behind organizational change, and distinguish between technology, product, structure, and people as change types.

12. Analyze decision making processes and demonstrate an understanding under which context each process is utilized.

13. Demonstrate how power, politics, and conflict affect an organization's goals.

Course Outline

Week	Title	Activities
1	**Introduction**	**Student Introduction**
2	**Organizations and Organization Theory**	**Discussion Board; Quiz 1**
3	**Strategy, Organization Design, and Effectiveness**	**Discussion Board; Quiz 2**
4	**Fundamentals of Organization Structure**	**Discussion Board; Quiz 3**
5	**The External Environment**	**Discussion Board; Quiz 4**
6	**Interorganizational Relationships**	**Discussion Board; Quiz 5**
7	**Designing Organizations for the International Environment**	**Discussion Board; Quiz 6**
8	**Midterm**	
9	**Manufacturing and Service Technologies**	**Discussion Board; Quiz 7**
10	**Using IT for Coordination and Control**	**Discussion Board; Quiz 8**
11	**Organization Size, Life Cycle, and Decline**	**Discussion Board; Quiz 9**
12	**Organizational Culture and Ethical Values**	**Discussion Board; Quiz 10**
13	**Innovation and Change & Decision Making**	**Discussion Board; Quiz 11**
14	**Thanksgiving Holiday!**	
15	**Conflict, Power, and Politics**	**Discussion Board; Quiz 12**
16	**Organization Assessment Due**	

Course Evaluation Methods

This course will utilize the following instruments to determine student grades and proficiency of the learning outcomes for the course.

Midterm (17%)
Students will be given a midterm, which will be in essay format, and will be administered after Module 7. You will have one week to complete the essay, which will be 6-7 pages in length.

Quizzes (40%)
Quizzes will be due on Friday. They will have a varied format that may include multiple-choice, matching, true/false, and essay answers.

Threaded Discussion Posts (20%)
All students are required to fully respond to nine discussion post topics. The responses must be detailed and show a familiarity with the assigned reading **(a minimum of 300 words)**. Additionally, everyone must comment on a minimum of **two** other student responses. Students may respond to more than two student responses, but are required to respond to a minimum of two. Students may either reply to a comment/question or initiate a comment/question; but **there must be at least two meaningful follow-up comments**. These **must** reflect that you have a familiarity with the material. Some students provide very well-thought-out, comprehensive answers to each question, along with thoughtful responses to other student answers. However; many students provide only a cursory answer (2 or 3 lines) for their initial response and follow-up with "I agree…." Or "I disagree…." responses to other student answers. This is not acceptable. I expect to see a **substantive response**, meaning, how can you apply concepts in the chapter to support your assertions, observations, and conclusions. What additional evidence from the chapter or the "real world" can you provide to supplement your answer? The discussion posts are to be both thorough and thoughtful discussions. Also, the posts are to reflect the student's ideas. Small amounts of material can be quoted from our texts (properly documented), but only if necessary to make a point.

Please do not cut and paste material from either the Internet or other students and try to pass this off as your own on the discussion posts. This is a form of plagiarism and will be treated as such. Any "suspicious" posts will be immediately submitted to **Turnitin.com**. If you have reason to believe that another student has plagiarized part of his or her discussion post, please bring this to my attention immediately.

Discussion question posts and responses will count as ____**%** of your overall grade. You will not only be graded on your original post but also on the level of interaction you have with other students. Try to engage students who may not be as active. Also, do not just chat with the same people.

On the discussion boards, I ask that you be considerate of others in your comments and responses. The written word has an impact that cannot be softened by intonation, facial expression, or body language. Think before you write and read what you wrote before hitting the "send" or "post" button to be sure that your intended meaning will not be misunderstood and that you have been considerate of the feelings of others. You will be graded by how professional you are in interacting with others.
It is very important that you, as well as your classmates, post your discussions on a timely basis because timely submission by all will result in more interactions and better discussions, which will further develop your critical thinking and analytical skills. If you do not post a discussion within the timeframe expected, there will be no opportunity for you to have a meaningful interaction with your peers. Therefore, you will receive a **"zero"** for this assignment. There are twelve (12) discussion assignments. You will be required to complete all of these.

Late assignments will not be accepted. Please be sure to keep track of when assignments are due.

Organizational Assessment (23%) – You will be asked to write one 7-8 page paper critically analyzing an organization of your choice based on the concepts, theories, and ideas presented throughout the semester. More comprehensive information will be distributed at a later date. It will be due December 8, 2014.

Grading Policy:

			Grade	%	Points
Midterm	50	(17%)	A	90-100	(270-300)
Discussion Board	60	(20%)	B	80-89.9	(240-269)
Quizzes	120	(40%)	C	70-79.9	(210-239)
Org Assessment	70	(23%)	D	60-69.9	(180-209)
Total	300 points	(100%)	F	0-59.9	(0-179)

University Policies and Procedures

Students with Disabilities (ADA Compliance): *The University of North Texas Dallas faculty is committed to complying with the Americans with Disabilities Act (ADA). Students' with documented disabilities are responsible for informing faculty of their needs for reasonable accommodations and providing written authorized documentation. For more information, you may visit the Office of Disability Accommodation/Student Development Office, Suite 115 or call at 972-780-3632.*

Student Evaluation of Teaching Effectiveness Policy: *The Student Evaluation of Teaching Effectiveness (SETE) is a requirement for all organized classes at UNT. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught. I am very interested in the feedback I get from students, as I work to continually improve my teaching. I consider the SETE to be an important part of your participation in this class.*

Assignment Policy: *The term paper must follow the APA citation style. The research paper will have to be submitted through turnitin.com (on Blackboard) on the due date. The research paper must contain less than 15% matching. Students are advised to turn in their papers several times before the due date to check for plagiarism. After the due date, a "zero" will be assigned to those students who have a high level of matching (more than 10%) on the originality report in turnitin.com. Papers will be graded on the turnitin.com website using grade mark. Students are advised to look up the comments once the grades are posted and discuss with the professor. The final version of the term paper must also be **e-mailed to the professor**.*
It is advisable that students closely follow the instructions on how to do their assignment as well as the writing rubric in Appendix 1 of this syllabus to effectively write their papers and also understand how their papers will be graded. Using the UNTD Writing Center is strongly encouraged.

Exam Policy: *Exams should be taken as scheduled. No makeup examinations will be allowed except for documented emergencies (See Student Handbook).*

Academic Integrity: *Academic integrity is a hallmark of higher education. You are expected to abide by the University's code of conduct and Academic Dishonesty policy. Any person suspected of academic dishonesty (i.e., cheating or plagiarism) will be handled in accordance with the University's policies and procedures. Refer to the Student Code of Conduct at http://www.unt.edu/csrr/student_conduct/index.html for complete provisions of this code.*

Attendance and Participation Policy:
The University attendance policy is in effect for this course. Online class attendance and participation in discussions is expected because the class is designed as a shared learning experience and because essential information not in the textbook will be discussed in class. The dynamic and intensive nature of this course makes it impossible for students to make-up or to receive credit for missed assignments.

Diversity/Tolerance Policy:
Students are encouraged to contribute their perspectives and insights to class discussions. However, offensive & inappropriate language (swearing) and remarks offensive to others of particular nationalities, ethnic groups, sexual preferences, religious groups, genders, or other ascribed statuses will not be tolerated. Disruptions which violate

the Code of Student Conduct will be referred to the Center for Student Rights and Responsibilities as the instructor deems appropriate.

Additional Important Points:

1. ***General Statement Concerning Course Content***
   The Course runs from August 25th to December 8th (2014) in terms of classroom materials. As such, you are responsible for meeting deadlines and contacting the professor in emergencies. When the calendar runs out, so does class. Should you fail to perform adequately during the semester, it is not the professor's responsibility. There are no papers to bring grades up or additional research to make up for performance or lack thereof. Consider this class your "learning" job.