

University of North Texas at Dallas

Fall 2012

SYLLABUS

MGMT-4860D: Organizational Design and Change 3Hrs			
Department of	Management	Division of	Urban and Professional Studies
Instructor Name:	Panita Ingram		
Office Location:	7400 Houston School Rd. – Rm. 305 – Dallas, TX 75241-4605		
Office Phone:	214-533-6553		
Email Address:	Panita.Ingram@unt.edu		
Office Hours:	1:00pm – 3:50pm (M)		
Virtual Office Hours:	12:00pm -- 1:00pm (M)		
Classroom Location:	Building 2 – 7400 Houston School Rd., - DAL2 304, Dallas, TX 75241-4605		
Class Meeting Days & Times:	Weekly: Monday; 1:00pm – 3:50pm		
Course Catalog Description:	3 hours. 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:	Not applicable		
Co-requisites:	Not applicable		
Required Text:	Title: Organization Theory and Design By Richard L. Daft 11 th Edition South-Western Cengage Learning		
Recommended References:	Various articles, handouts and periodic internet downloads (see below course outline).		
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@fhcg.follett.com UNT Dallas Writing Center: phone: (972) 338-1646 Bldg. 1 – 3 rd Floor		
Course Goals or Overview:			
	<ul style="list-style-type: none"> ▪ The goal of this course is to help students understand the relationships between different functional areas of business and to make strategic decisions. ▪ In order to maximize the full learning experience, students must engage with the required learning materials/venues. 		
Learning Objectives/Outcomes: At the end of this course, the student will:			
1	Better understand the basic knowledge of organizational designs and change competencies.		
2	Engage and learn about real world organizations, strategies and business practices.		

3	Be introduced to various relationships in organizational theory: how an organization's structure and culture interrelate with an organization's environment and stakeholders.
4	Design and propose a new career path: incorporating the textbook framework of structural and contextual dimensions—make classroom presentation.
5	Develop a personal perspective relative to strategic organizational design and change principles.

Course Outline

This schedule is subject to change by the instructor.

Any changes to this schedule will be communicated by the instructor during class time.

If not in attendance, **each student is responsible for coordinating with a student colleague to obtain any changes/updates to the course outline and/or handouts distributed during class time.**

Week	Date	Reading Assignment	Activity	Assessments/Exam
1	Sep 10	<p>Fall Term Begins <u>First Day of Class</u> Introductions Review – Course Syllabus: Schedule & Expectations</p> <p><u>Chapter 1</u> Introduction</p>	<p>Complete/Turn in – Student Contact Information Sheet</p> <p>Lecture/Discussion Forum</p>	
2	Sep 17	<u>Chapter 2</u>	Lecture/Discussion Forum	
3	Sep 24	<u>Chapter 3</u>	Lecture/Discussion Forum	
4	Oct 1	<u>Chapter 4</u>	Lecture/Discussion Forum	<i>Test - Review</i>
5	Oct 8	<u>Chapter 5</u>	Lecture/Discussion Forum	<p>TEST #1 <i>(Chapters 1-4)</i></p> <p><i>DUE:</i> <i>Chp.4 Workbook</i></p>
6	Oct 15	<u>Chapter 6</u>	Lecture/Discussion Forum	
7	Oct 22	<u>Chapter 7</u>	<p><u>Preliminary Outline</u> <u>Project Check</u></p> <p>Lecture/Discussion Forum</p>	<i>DUE:</i> <i>Chp.6 Workbook</i>
8	Oct 29	<u>Chapter 8</u>	Lecture/Discussion Forum	<p><i>DUE:</i> <i>Chp.7 Workbook</i></p> <p><i>Test - Review</i></p>

9	Nov 5	<u>Chapter 9</u>	Lecture/Discussion Forum	TEST #2 <i>(Chapters 5-8)</i>
10	Nov 12	<u>Chapter 10</u>	Lecture/Discussion Forum	
11	Nov 19	<u>Chapter 11</u>	Lecture/Discussion Forum	DUE: <i>Chp. 10 Workbook</i>
12	Nov 26	<u>Chapter 12</u>	Lecture/Discussion Forum	DUE: 10-Point Pledge
13	Dec 3	Presentation Day <u>Chapter 13</u>	Lecture/Discussion Forum	DUE: <i>Chp. 12 Workbook</i> Exam - Review
14	Dec 10	<u>Last Day of Class</u>	Lecture/Discussion Forum	Text #3 <i>(Chapters 9-13)</i> No exemptions
15	Dec 14	Fall Term Ends		

Method of Instructions: Lectures, text discussion forums, exercises, supplemental materials, and individual assignments.

NOTE: All reading assignments, classroom discussions, handouts, internet downloads, articles, homework and lecture presentations are open for test inclusion.

The single-most important aspect of chapter reading & study is the student's understanding of the context.

Tests/EXAMS

Tests/Exam will consist of matching, multiple choice, fill in the blank, and/or true/false questions. Scantron and pencil are required.

No makeup examinations will be allowed except for documented emergencies. (*See Student Handbook*)

Each test and exam is worth 100 points.

Assignment

This course focuses primarily on Organizational Design & Change

Using that same concept, let's make it personal... *How can I internalize this theory?*

Students will develop a **10-Point Pledge** – from a Personal Design & Change perspective relative to various interpretations and applications based on textbook study/discussions.

Limit one pledge/per chapter—single page document.

Should be realistic.

Due: **November 26**

Chapter Workbook Exercises

Complete five chapter workbook exercises (selected by professor).

Due: Beginning of class - Monday following lecture discussion.

Project/Presentation

You are about to embark upon a new opportunity which will require making a major career change.

Envision what you would like for your new career to be.

Describe your dream career in full detail.

Research your new career choice and let the chase begin...

Projects will be evaluated based on the textbook organization structural and contextual dimensions.

See HANDOUT for detailed instructions.

Deductions will be made accordingly.

Due: **December 3**

Course Evaluation Methods

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

Grading Points Summary:

Instrument	Value (points or percentages)	Total
Workbook Exercises	5 @ 10 points each	50
Assignment - Pledge	50 points	50
Project - Written	80 points	80
Project - Presentation	20 points	20
Tests	3 @ 100 points each	300
Total:		500

Grade Determination:

A = 450 – 500 pts; i.e. 90% or better

B = 400 – 449 pts; i.e. 80 – 89 %

C = 350 – 399 pts; i.e. 70 – 79 %

D = 300 – 349 pts; i.e. 60 – 69 %

F = 299 pts or below; i.e. less than 60%

GRADING SYSTEM

UNT Dallas' grading system uses the letters A, B, C, D, F, P, NP, I, PR, W, WF, and Z.

A — excellent work, four grade points for each semester hour.

B — good work, three grade points for each semester hour.

C — fair work, two grade points for each semester hour.

D — passing work, one grade point for each semester hour.

F — failure; given when a student (1) has failed the course while still officially enrolled at the end of the term/semester; (2) is failing a course and misses the final examination without satisfactory explanation; or (3) stops attending class without processing an official drop or withdrawal.

P — passed; a credit grade (1) on pass/no pass option, (2) on student teaching, and (3) in selected undergraduate and graduate individual problems, research, thesis and dissertation courses.

NP — not passed; a failing grade on the pass/no pass option; non-punitive.

I — I is a non-punitive grade given only during the last one-fourth of a term/semester and only if a student (1) is passing the course and (2) has justifiable and documented reason, beyond the control of the student (such as serious illness or military service), for not completing the work on schedule. The student must arrange with the instructor to finish the course at a later date by completing specific requirements. These requirements must be listed on a Request for Grade of Incomplete form signed by the instructor, student and department chair and must be entered on the grade roster by the instructor. Grades of I assigned to an undergraduate course at the end of the Fall 2007 semester and later will default to F unless the instructor has designated a different automatic grade. See also "Removal of I" policy in the Academics section of this catalog.

PR — used to show that work is in process on thesis or dissertation in courses numbered 5950D.

W — drop or withdrawal without penalty. Given when a student drops a course or withdraws from the university prior to the end of the sixth week of classes of long terms/semesters or corresponding dates for summer sessions. After that time the student must have a passing grade for the instructor to assign a grade of W for a dropped course; otherwise, the grade of WF is recorded.

WF — drop or withdrawal with a failing grade. Instructor may drop a student with a grade of WF from courses for nonattendance. May be assigned from the 7th through the 13th week of classes of long terms/semesters or corresponding dates for summer sessions.

Z - used to indicate that a grade was not properly received and/or recorded for a course.

Note: No grade points are allowed for grades F, I, NP, P, PR, W, WF or Z.

A complete record of all previously used grades and grading systems is detailed on the official transcript.

Reference: The University of North Texas at Dallas: 2010-2011 Undergraduate and Graduate Catalog (p. 140).

University Policies and Procedures

Students with Disabilities (ADA Compliance):

The University of North Texas Dallas is on record as being committed to both the spirit and letter of federal equal opportunity legislation; reference Public Law 92-112 – The Rehabilitation Act of 1973 as amended. With the passage of new federal legislation entitled Americans with Disabilities Act (ADA), pursuant to section 504 of the Rehabilitation Act, there is renewed focus on providing this population with the same opportunities enjoyed by all citizens.

As a faculty member, I am required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Student responsibility primarily rests with informing faculty of their need for accommodation and in providing authorized documentation through designated administrative channels. For more information, you may visit the Student Life Office, Suite 200, Building 2 or call 972-780-3632.

The Department of Management is committed to full academic access for all qualified students, including those with disabilities. In keeping with this commitment and in order to facilitate equality of educational access, faculty members in the department will make reasonable accommodations for qualified students with a disability, such as appropriate adjustments to the classroom environment and the teaching, testing, or learning methodologies when doing so does not fundamentally alter the course.

If you have a disability, it is your responsibility to obtain verifying information from the Office of Student Life and to inform me of your need for an accommodation. Grades assigned before an accommodation is provided will not be changed. Information about how to obtain academic accommodations can be found in UNTD Policy 7.004, [Disability Accommodations for Students](#), and by visiting Student Life, building 2, Suite 200. 972-780-3632, studentlife@unt.edu.



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:

All assignments should be **typed/printed** and brought to class ready to turn in on scheduled due date.

Do not send assignments via email.

Late assignments will not be accepted.

Header should always include: Student Name, Date, and Course Name/Number.

Exam Policy:

Exams should be taken as scheduled. **No makeup examinations will be allowed** except for documented emergencies (See Student Handbook). All chapter reading assignments, classroom discussions, handouts, homework and lecture presentations will be inclusive. Once testing begins, students will not be allowed to leave the classroom until testing is completed.

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.

Bad Weather Policy:

On those days that present severe weather and driving conditions, a decision may be made to close the campus. In case of inclement weather, call UNT Dallas Campuses main voicemail number (972) 780-3600 or search postings on the campus website www.unt.edu/dallas. Students are encouraged to update their Eagle Alert contact information, so they will receive this information automatically.

Attendance and Participation Policy:

The University attendance policy is in effect for this course. Class attendance and participation 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 classes. Attendance and participation in all class meetings is essential to the integration of course material and your ability to demonstrate proficiency. Students are responsible to notify the instructor if they are missing class and for what reason. It is recommended that each student coordinate with a student colleague to obtain a copy of the class notes, if they are absent.

EXPECTATION: Students should attend each class for the entire period and be on time.

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.

EXPECTATION: Zero tolerance for disrespectful and unprofessional behavior.

Additional Policies:

- Use of Cell Phones – will not be permitted during class time.
- **Use of Laptops – may be used for taking notes during classroom discussions, but will not be permitted on quiz/testing dates.**
- Tape Recording – will not be permitted in class.

Note: Playing games on a laptop or other electronic device, processing e-mail or surfing the internet for recreational purposes during class is considered to be disrespectful and a distraction to the professor and other students.