

University of North Texas at Dallas
Fall 2013
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 – 2:20pm (M/W) | | |
| Virtual Office Hours: | 12:00pm -- 3:00pm (M/W) | | |
| Classroom Location: | Building 2 – 7400 Houston School Rd., - DAL2 336, Dallas, TX 75241-4605 | | |
| Class Meeting Days & Times: | Weekly: Monday/Wednesday; 1:00pm – 2:20pm | | |
| 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 | Aug 28 | Fall Term Begins First Day of Class Introductions Review – Course Syllabus: Schedule & Expectations | Complete/Turn in – Student Contact Information Sheet | |
| 2 | Sep 2 | HOLIDAY <i>Campus Closed</i> | | |
| | Sep 4 | Chapter 1 Introduction | Lecture/Discussion Forum | |
| 3 | Sep 9 | Chapter 2 | Lecture/Discussion Forum | |
| | Sep 11 | Chapter 2 (cont'd.) | Lecture/Discussion Forum | |
| 4 | Sep 16 | Chapter 3 (ONLINE: Bb/Assignment) | Instructional Activity | |
| | Sep 18 | Chapter 3 (cont'd.) <i>Managing by design</i> RECAP O-I-A | Lecture/Discussion Forum | DUE: Bb/Activity (Chp 3) |
| 5 | Sep 23 | Chapter 4 | Lecture/Discussion Forum | |
| | Sep 25 | Chapter 4 (cont'd.) | Lecture/Discussion Forum | Test - Review |
| 6 | Sep 30 | Chapter 5 | Lecture/Discussion Forum | TEST #1 (Chapters 1-4) |
| | Oct 2 | Chapter 5 (cont'd.) | Lecture/Discussion Forum | |
| 7 | Oct 7 | Chapter 6 | Lecture/Discussion Forum | |
| | Oct 9 | Chapter 6 (cont'd.) | Lecture/Discussion Forum | |
| 8 | Oct 14 | Chapter 7 (ONLINE: Bb/Assignment) | Instructional Activity | |
| | Oct 16 | Chapter 7 (cont'd.) <i>Managing by design</i> RECAP | Lecture/Discussion Forum | DUE: Bb/Activity (Chp 7) |

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|-----------|--------|--|--|---|
| | | <i>O-I-A</i> | | |
| 9 | Oct 21 | <u>Chapter 8</u> | Lecture/Discussion Forum | |
| | Oct 23 | <u>Chapter 8</u> (<i>cont'd.</i>) | Lecture/Discussion Forum <u>Preliminary Outline</u> <u>Project Check</u> | <i>Test – Review</i> |
| 10 | Oct 28 | <u>Chapter 9</u> | Lecture/Discussion Forum | TEST #2 <i>(Chapters 5-8)</i> |
| | Oct 30 | <u>Chapter 9</u> (<i>cont'd.</i>) | Lecture/Discussion Forum | |
| 11 | Nov 4 | <u>Chapter 10</u> | Lecture/Discussion Forum | |
| | Nov 6 | <u>Chapter 10</u> (<i>cont'd.</i>) | Lecture/Discussion Forum | |
| 12 | Nov 11 | <u>Chapter 11</u> <i>(ONLINE: Bb/Assignment)</i> | Instructional Activity | |
| | Nov 13 | <u>Chapter 11</u> (<i>cont'd.</i>) <i>Managing by design</i> <i>RECAP</i> <i>O-I-A</i> | Lecture/Discussion Forum | <i>DUE: Bb/Activity</i> <i>(Chp 11)</i> |
| 13 | Nov 18 | <u>Chapter 12</u> | Lecture/Discussion Forum | |
| | Nov 20 | <u>Chapter 12</u> (<i>cont'd.</i>) | Lecture/Discussion Forum | |
| 14 | Nov 25 | Lab Work/Presentation <i>(ONLINE)</i> | Project Completion | |
| | Nov 27 | Presentation Day | | |
| 15 | Dec 2 | <u>Chapter 13</u> | Lecture/Discussion Forum | <i>10-Point Pledge</i> |
| | Dec 4 | <u>Chapter 13</u> (<i>cont'd.</i>) <u>Last Day of Class</u> | Lecture/Discussion Forum | <i>Exam - Review</i> |
| 16 | Dec 9 | | | TEST #3 <i>(Chapters 9-13)</i> No exemptions |
| | Dec 11 | Student Consultations | | |
| | Dec 13 | 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.

Logistics

The class will follow a blended learning approach, using a combination of traditional face classes meetings, and online **Blackboard (Bb)/Instructional Activity (IA)** learning in lieu of class. The course schedule outlines which classes will be via online **Bb/IA** and which will meet face-to-face on Wednesdays from 1:00 – 2:20 p.m.

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: **December 2**

Blackboard/Instructional Activity

Complete three pre-selected chapter assignments.

This assignment should be completed online via **Bb/IA** learning in lieu of class.

Due: Beginning of next class – on Wednesday before 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: **November 27**

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 |
|-----------------------------------|-------------------------------|------------|
| Blackboard/Instructional Activity | 3 @ 20 points each | 60 |
| Assignment - Pledge | 50 points | 50 |
| Project – Typed/Printed | 80 points | 80 |
| Project -- Presentation | 20 points | 20 |
| Tests | 3 @ 100 points each | 300 |
| | | |
| | | |
| Total: | | 510 |

Grade Determination:

A = 459 – 510 pts; i.e. 90% or better

B = 408 – 458 pts; i.e. 80 – 89 %

C = 357 – 407 pts; i.e. 70 – 79 %

D = 306 – 356 pts; i.e. 60 – 69 %

F = 305 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.

Family Educational Rights and Privacy Act of 1974 (FERPA):

This law prohibits disclosure of student records to any **unauthorized** party. A student **does not** have a right to see educational records containing information about other students such as grades, test scores, etc.

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** and/or texting – will **not** be permitted during class time (except for medical emergencies).
- Students who engage in texting or phone calls during class will be asked to leave.
- Use of camera phone – will **not** be permitted during class time.
- Use of **laptops** – is permitted for taking notes during classroom lectures/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.