University of North Texas at Dallas
SPRING 2017
HYBRID 8WK1
SYLLABUS for Distance Learning

MGMT 4860 Organization Design and Change

Department of	Management	School of	Urban and Professional Studies

Instructor Name:	**Dr. Frances Charlene Conner**
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Office Hours:	**Monday, 10:00am – 3:00pm; Tuesday, 9-10am, 1-3pm** **Any time during business hours within 24 hours. Please make sure you specify in the subject line the course number for which you are enrolled (i.e., MGMT4860)**

Classroom Location:	
Class Meeting Days & Times:	**Monday 4:6:50pm. Note: This course follows a blended instructional approach that includes a combination of face-to-face class sessions, online activities and team activities.**

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:	**N/A**
Required Text:	**Daft, R.L., Organizational Theory and Design, 12th ed, (2015). Southwestern Cengage Learning, Mason, OH; ISBN: 9781285866345**

Access to Learning Resources:	UNT Dallas Library:
	     phone: (972) 780-1616
	     web: http://www.untdallas.edu/library
	     email: library@untdallas.edu
	 UNT Dallas Bookstore:
	     phone: (972) 780-3652
	     web: http://www.untdallas.edu/bookstore
	     e-mail: untdallas@bkstr.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: At the end of this course, students will be able to:	
1	(a) Demonstrate an understanding of how organization theory aids managers and other members in meeting organizational needs and diagnosing problems. (b) Distinguish between various strategies managers use to pursue organizational goals, and understand how strategies affect organizational design.

2	(a) 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.
	(b) 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
3	(a) Demonstrate an understanding of how inter-organizational relationships affect organizational success.
	(b) Identify the structural components necessary for integration into the international environment, its challenges, and describe how the transnational model facilitates this integration.
4	(a) Distinguish between core and non-core work processes and their relationship to designing an organizational structure, and explain how technology affects these structural decisions.
	(b) Demonstrate how IT can be used for strategic decision making and control of the organization.
5	(a) Demonstrate how organizational size relates to structure, and identify methods for dealing with organizational decline.
	(b) Evaluate an organization's culture by identifying its elements and proposing ways to integrate them into strategy.
6	(a) Explain the driving forces behind organizational change, and distinguish between technology, product, structure, and people as change types.
	(b) Analyze decision making processes and demonstrate an understanding under which context each process is utilized.
	(c) Demonstrate how power, politics, and conflict affect the organization's goals.

Online/Hybrid Course Outline

This schedule is subject to change by the instructor. Any changes to this schedule will be communicated in class or via class email or Blackboard announcement. Additional readings and activities may be added, these will be noted in the Readings and Activities/Assignments sections.

Schedule	Topic	Activities	Due Date
Week 1 – 1/17 – 22 **Online**	**Chapter 1, Organizations and Organizational Design** **Chapter 2, Strategy, Organization Design, and Effectiveness**	**Lecture and PPT** **Read Chapters 1 and 2** **Discussion Board #1, Student Introduction including a change experienced in your workplace.** **Complete Case Analysis #1** **Read Chapters 3 and 4 for 1/23 class**	**Introduction, Initial Post, Wednesday 1/18, 11:59pm with two peer posts by 1/22, 11:59pm**
Week 2 – 1/23 – 1/29 **Face to Face 1/23**	**Chapter 3, Fundamentals of Organization Structure** **Chapter 4, The External Environment**	**Lecture and PPT** **Discussion: Chapters 3 and 4** **Groups-Case Analysis #1**	**1/23**
Week 3 – 1/30 – 2/5 **Online**	**Chapter 5, Interorganizational Relationships** **Chapter 6** **Designing Organizations for the International Environment**	**Lecture and PPT** **Read Chapters 5 and 6** **Discussion Board #2, Organizations Operating in the International Environment** **Exam 1 (Chapters 1-4)** **Read Chaps, 7, 8, and 13 for 2/6 class** **Complete Case Analysis #2**	**Exam 1 (Chaps. 1-4) due 2/5, 11:59pm** **Initial Post, Wednesday, 2/1, 11:59pm with two peer posts by 2/5, 11:59pm**
Week 4 – 2/6 – 2/12 **Face to Face 2/6**	**Chapter 7, Manufacturing and Service Technologies**	**Lecture and PPT** **Discussion: Chaps 7, 8, and 13** **Groups: Case Analysis #2**	**2/6**

	Chapter 8, Using Information and Technology Chapter 13, Conflict, Power, and Politics		
Week 5 – 2/13 – 2/19 Online	Chapter 9, Organization Size, Life Cycle and Decline Chapter 10, Organizational Culture and Ethical Values	Lecture and PPT Read Chapters 9 and 10 Discussion Board #3, Organizational Culture and Ethical Values Exam #2 (Chapters 5, 6, 7, 8 and 13) Read Chapters 11 and 12 Complete Case Analysis #3	Initial Post, Wednesday, 2/15, 11:59pm with two peer posts by 2/19, 11:59pm Exam due 2/19, 11:59pm
Week 6 – 2/20 – 2/26 Face to Face 2/20	Chapter 11, Innovation and Change Chapter 12, Decision-Making Processes	Lecture and PPT Discussion: Chaps 11 and 12 Groups: Case Analysis #3	2/20
Week 7 – 2/27-3/5 Online		Discussion Board #4 Innovation and Change Exam #3 (Chapters 9, 10, 11, 12)	Initial Post, Wednesday, 3/1, 11:59pm with two peer posts by 3/5, 11:59pm Exam due 3/5, 11:59pm
Week 8 – 3/6 – 3/12 Face to Face 3/6		Group Presentations	3/6

Course Evaluation Methods

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

Discussion Posts (4)
Part of an effective class is the synergy created with online discussions. Your assignments require that you participate in online discussions. Online discussions require you to post an Original Response to my question(s) and Reply to the Original Response or replies of your class-mates (i.e. peers). As part of your course grade, you are required to post at least 4 Original and 8 Reply postings in the discussion forums as requested in the Discussion Board section of each Module.

All Discussion postings are time-sensitive as indicated in the Course Schedule. Discussion forums will be *locked up* (no more posts) at the times indicated.

No discussion credit will be given if you do not post timely responses to the Discussion Forums. You will not receive partial credit – you must make both posts (i.e., Original Response and Two Replies) and answer all questions to receive credit for/in a discussion forum.

Discussion credit (points) will be assigned the week following the close of a discussion. Discussion Boards are intended to promote discussion between and among students.

There is no provision for making up a missed question for discussion and no questions for discussion will be administered at a time different than that provided in the syllabus.

Do NOT attach a file in lieu of text in a Discussion post. No one will read it done this way as it requires a download and it is too much trouble.

Just reply to my Discussion Board question(s) rather than creating a new discussion thread. You will do that also in replying to someone else's post anyway. (New threads are started when you hit "Compose [New] Discussion Message" and change the Subject Line). Do not start a new discussion thread (by composing a new message) within a discussion forum – reply only to my or someone else's post(s).

Remember that it takes 2 posted responses within a discussion to receive credit. If you reply to my discussion question(s) but do not post a response to your classmate's, you will receive a ZERO for that assignment. Remember, also, that you will not receive any credit unless you answer ALL of my questions in a reply to my question(s). Again remember that you must have at least one (1) original response to ALL of the question(s) I ask in a discussion AND at least two (2) replies to a classmate's post in a discussion forum by the Syllabus deadline for the assignment.

Public Discussion replies from me are unusual. A Discussion reply post from me will be rare simply because of the volume involved. I do READ and EVALUATE every post. I may reply to your post PRIVATELY. I will let you know privately if you are not in the right track. Please do not be offended if I do not reply to your discussion post. I do reply to all email.

I suggest that you save al messages/mail/posts until the end of the course. I do … so I can prove what was/was not sent/received during the semester.

Although discussion posts are locked up Saturdays @ 11:59 pm (except for the last week of classes), grades will not be posted until I read, evaluate, and process all posts. This will usually be by the Wednesday following the close of discussion. In other words, there is not an immediate return of Discussion evaluation/grades as there is with Quizzes.

Exams (3)
Exams 1, 2, 3
These are online exams. They contain multiple choice items testing your comprehension of and ability to integrate material associate with your textbook reading assignments.

Case Analysis (3)
Each student will be responsible for a case analysis and presentation. The case analysis format is as follows:
1. Identify the main characters (those who play a major role in the case).
2. Trace the Chronological Series of Events
3. Isolate the Problem(s) and Solution(s)
4. Propose the Solution(s) to the Problem(s) based on the facts in the case and your personal and educational experience. Ask, "what options might be available?"
5. Explore the root problem. There is a difference between possible "root problem" and "symptoms".
6. Root solution. What is the most feasible solution/option from the firm's available resources, which will best satisfy the stakeholders? Your assessment of the case study will depend on the facts and your reasoned argument.

Use 12 point font, Times New Roman, correct spelling and grammar.
It is most helpful to identify each of the steps; main character, chronological series of events, etc.

Group Presentation (1)
Group Presentation will follow the case analysis format presented above. Your presentation should cover each of the areas.
Thirty minutes
Deliverables – PPT presentation, audience engagement – u-tube, articles, survey, etc. of related information; and response to any questions related to the case.
There will be a question and answer period.

Grading Matrix:

Activities/Assignments	Points
Discussion Posts (4) 25 points each	100
Group Presentation (1)	200
Exams (3) 50 points each	150
Case Analysis (3) 75 points each	225
Total:	**675**

Grade Determination
A = 607 or better
B = 540 - 606
C = 472 - 539
D = 405 - 471
F = 404 and below

University Policies and Procedures

Students with Disabilities (ADA Compliance):

Chapter 7(7.004) Disability Accommodations for Students

The University of North Texas at Dallas makes reasonable academic accommodation for students with disabilities. Students seeking accommodations must first register with the Disability Services Office (DSO) to verify their eligibility. If a disability is verified, the DSO will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, DSO notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet/communicate with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information see the Disability Services Office website at http://www.untdallas.edu/disability. You may also contact them by phone at 972-338-1777; by email at UNTDdisability@untdallas.edu or at Building 2, room 204.

Blackboard Learn Accessibility Statement:
University of North Texas at Dallas is committed to ensuring its online and hybrid courses are usable by all students and faculty including those with disabilities. If you encounter any difficulties with technologies, please contact our ITSS Department. To better assist them, you would want to have the operating system, web browser and information on any assistive technology being used. Blackboard Learn course management system's accessibility statement is also provided: http://www.blackboard.com/Platforms/Learn/Resources/Accessibility.aspx

NOTE: Additional instructional technology tools, such as Turnitin, Respondus, Panopto, and publisher cartridge content (i.e. MyLab, Pearson, etc.) may NOT be fully ADA compliant. Please contact our Disability Office should you require additional assistance using any of these tools.

Course Evaluation Policy:
Student's evaluations of teaching effectiveness is a requirement for all organized classes at UNT Dallas. 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 students' evaluations to be an important part of your participation in this class.

Assignment Policy: (According to the instructor's discretion while working in concert with the division/program's guidelines).

Exam Policy: (Online exams and the ability to retake is solely at the instructor's discretion). NOTE: Online exams may be proctored on campus per instructor's discretion.

Academic Integrity:
Academic integrity is a hallmark of higher education. You are expected to abide by the University's code of Academic Integrity 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 Academic Integrity at
http://www.untdallas.edu/sites/default/files/page_level2/pdf/policy/7.002%20Code%20of%20Academic_Integrity.pdf
for complete provisions of this code.

Academic dishonesty includes, but is not limited to, cheating, plagiarizing, fabrication of information or citations, facilitating acts of dishonesty by others, having unauthorized possession of examinations, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students.

Web-based Plagiarism Detection: Please be aware in some online or hybrid courses, students may be required to submit written assignments to Turnitin, a web-based plagiarism detection service, or another method. If submitting to Turnitin, please remove your title page and other personal information.

Classroom Policies

Online Attendance and Participation:

The University attendance policy is in effect for this course. Class attendance in the Blackboard classroom 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 the discussion board. Online presence and participation in all class discussions is essential to the integration of course material and your ability to demonstrate proficiency. .

Attendance for this online or hybrid course is considered when you are logged in and active in Blackboard, i.e., posting assignments, taking quizzes, or completing Discussion Boards. To maintain financial aid award eligibility, activity must occur before the census date of the session or term of the course. Refer to
http://www.untdallas.edu/registrar for specific dates. If you are absent/not active in the course shell, it is YOUR responsibility to let the instructor know immediately, upon your return, the reason for your absence if it is to be excused. All instructors must follow university policy 7.005 covering excused absences; however, it is the instructor's discretion, as outlined in the course syllabus, of how unexcused absences may or may not count against successful completion of the course

Inclement Weather and Online Classes: Online classes may or may not be affected by campus closures due to inclement weather. Unless otherwise notified by your instructor via e-mail, online messaging, or online announcement, students should assume that assignments are due as scheduled.

Online "Netiquette:
In any social interaction, certain rules of etiquette are expected and contribute to more enjoyable and productive communication. Emails, Discussion Board messages and/or any other forms of written communication in the online environment should use proper "netiquette" (i.e., no writing in all caps (usually denotes yelling), no curse words, and no "flaming" messages (angry, personal attacks).

Racial, ethnic, or gender slurs will not be tolerated, nor will pornography of any kind.

Any violation of online netiquette may result in a loss of points or removal from the course and referral to the Dean of Students, including warnings and other sanctions in accordance with the University's policies and procedures. Refer to the Student Code of Student Rights Responsibilities and Conduct at http://www.untdallas.edu/osa/policies. Respect is a given principle in all online communication. Therefore, please be sure to proofread all of your written communication prior to submission.

Diversity/Tolerance Policy:
Students are encouraged to contribute their perspectives and insights to class discussions in the online environment. 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 Dean of Students as the instructor deems appropriate.

Technology Requirements: In order to successfully access the materials in an online or hybrid course, UNT Dallas advises that your computer be equipped with the minimum system requirements.

Blackboard Learn 9.1 is the platform software for this course. Blackboard Learn supports major web browsers such as Windows Internet Explorer, Apple Safari, Mozilla Firefox, and Google Chrome. However, since the latter two are updated continually, some recent versions may not be compatible. If you experience difficulty accessing or using components of the course, try using Internet Explorer. Also, no matter what browser you use, always enable pop-ups. For more information see:

- http://www.untdallas.edu/dlit/ecampus/requirements
- https://blackboard.secure.force.com/publickbarticleview?id=kAB700000008Oom
- https://learn.unt.edu/bbcswebdav/institution/BrowserCheck/check_full.html