



STETSON SCHOOL OF BUSINESS
Douglas Academic Center
SUMMER SEMESTER 2010, SESSION I

MGT-424.1D1
Organizational Theory
Wednesday 5:30 - 9:45 p.m.
E-Mail: Southern_L@Mercer.Edu and
DRLJFS@Yahoo.Com

Dr. Lloyd Southern
Ph: 678-547-6234
Atlanta Office: BE-226
Home: 770-834-8710

TEXT:

Daft, Richard L., Organization Theory and Design, 10th. ed., South-Western, 2010.
ISBN: 0-324-59889-0 or 978-0-324-59889-6

PREREQUISITES:

Mgt 363 Principles of Management.

COURSE DESCRIPTION:

A study of the basic factors underlying the relationships between and among the various parts of an organization and its environment. Organization theory is a way to see and analyze organizations more accurately and deeply than one otherwise could. The way to see and think about organizations is based upon patterns and regularities in organizational design and behavior.

COURSE RATIONALE:

To provide the student with insight and experience in the process of viewing and understanding how the design of an organization impacts relationships within the organization.

COURSE OBJECTIVES AND OUTCOMES:

Students completing this course should be able to:

- 1. Describe and discuss effective organization design and how it relates to a dynamic and effective organization.**
- 2. Identify and evaluate organizational design problems in the domestic and international arenas.**
- 3. Describe and discuss how all functions interrelate in establishing and achieving objectives and goals for an organization and its' human resources.**
- 4. Recognize and discuss ethical, legal, and social issues confronting managers in the design of modern organizations.**

CLASS ASSIGNMENTS AND EVALUATION:

1. The method of instruction will include lectures, oral discussion, power point, overhead, and/or videos. Students are expected to complete reading assignments prior to class.

2. Maximum student participation in class discussion will be emphasized to improve students' oral communication abilities and understanding of concepts and associated terminology.

3. Students will prepare a 10 page (body pages) research paper on an organizational theory topic and present a short (5-10 minute) summary orally to the class. The number one page is the first page of the body of the paper. Short papers and poor presentations lose points. Failure to do an oral presentation will lower your project/presentation grade by one letter.

GRADING POLICY AND PROCEDURES:

The course grade will be determined by evaluation of each major activity. Students are responsible for all material covered in the text, class discussion, lectures, student presentations, and any A/V materials.

Grading Structure:

A	= 90 - 100
B+	= 87 - 89
B	= 80 - 86
C+	= 77 - 79
C	= 70 - 76
D	= 60 - 69
F	= Below 60

EVALUATION CRITERIA:

Test I (Chapters 1 - 7)	35%
Final (Chapters 8 - 13)	35%
Term research project and oral presentation	18%
Participation	<u>12%</u>
Total	100%

Late Assignment and Absentee Policy:

1. Students should plan to attend all class sessions. Roll will be taken. Students are expected to arrive on time and stay for the entire class period. Missing the first or last half of the class represents a half absence. Class participation of one point credit will be given for each half class on nights when text materials are covered and/or student's orals are given and the student actively participates in the class discussions (6 sessions, 12 points maximum).
2. If you are planning to miss an exam make individual arrangements with the Professor.
Make-up exams are student's responsibility to schedule.
3. All work not turned in by end of the term will earn a grade of zero or result in an "I" for the term grade at the discretion of the professor.
4. All exams, papers, and other submitted materials become the property of the Professor unless otherwise stated. Usually term projects and/or cases are returned to the student but tests are kept as required by school policy.

WARNING

In you are not on the official role you will not be added late in the term and you will not receive credit for the class work or credit for the course!

Office Hours For The Professor

Atlanta Campus, Wednesday 1:00 – 4:00 p.m., on call at home or office, or e-mail.

Atlanta Campus Thursday 1:00 – 4:00 p.m., on call at home or office, or e-mail.

Mercer University Honor Code and Council
(See Mercer catalogue for detailed information)

Honor Code: Mercer University Atlanta expects each and every student to maintain the highest principles of academic honesty and integrity. Violations of academic honesty represent a breach of the University's expectations and will be regarded as a serious matter. Violations include, but are not limited to, the following:

Plagiarism: The use of ideas, facts, phrases, or additional information such as charts or maps, from any sources, without giving proper credit to the original author. Using direct quotations, paraphrases, or reproductions of any material which is not of the student's own authorship is also considered plagiarism. Failure to reference any such material used is both ethically and legally improper.

Cheating: The use of unauthorized sources of information or signing the roll for another student.

Protocol for Electronic Submission of Course Work: Students bear sole responsibility for ensuring that papers or assignments submitted electronically to a professor are received in a timely manner and in the electronic format(s) specified by the professor. Students are therefore obliged to have their e-mail client issue a receipt verifying that the document has been received. Students are also strongly advised to retain a copy of the dated submission on a separate disk. Faculty members are encouraged, but not required, to acknowledge receipt of the assignment.

Protocol for Use of Cell Phones and Pagers: Out of courtesy for all those participating in the learning experience, all cell phones and pagers must be turned off before entering any classroom, lab, or formal academic or performance event.

Protocol for Wait List: The names recorded on the wait lists are in order of demand. Wait listed students will be placed into courses as seats become available. Generally speaking, the first student on the wait list will be awarded the first available seat, although circumstances may arise which warrant exceptions to this general principle. Wait lists for the Capstone Courses are most noteworthy exception to this policy.

Inclement Weather: If severe weather occurs, classes will be canceled in accordance With the Associate Provost's decision of Mercer-Atlanta. Call the Mercer weather Phone for information about class cancellations - - (678) 547-6111 (Atlanta) or listen To WSB 750 AM.

Disability Statement For The Syllabus

Macon Students in CLA, SSBE, EGR, EDU

Students with a documented disability should inform the instructor at the close of the first class meeting. The instructor will refer you to the office of Student Support Services (SSS) for consultation regarding evaluation, documentation of your disability, and recommendations for accommodation, if needed. Students will receive from SSS the *Faculty Accommodation Form*. On this form SSS will identify reasonable accommodations for this class. The form must be given to the course instructor for signature and then returned to SSS.

To take full advantage of disability services, it is recommended that students contact the Office of Student Support Services, immediately. The office is located on the third floor of the Connell Student Center.

Atlanta and Regional Academic Centers

Students with a documented disability should inform the instructor at the close of the first class meeting. The instructor will refer you to Richard Swilley, Assistant Dean of Campus Life, 678-547-6823, for consultation regarding evaluation, documentation of your disability, and recommendations for accommodation, if needed. To take full advantage of disability services, it is recommended that students make contact, immediately. The Student Life office is located in the Sheffield Student Center, Room 212.

WARNING

If you are not on the official role you will not be added late in the term and you will not receive credit for the class work you have done or credit for the course!

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COURSE READING AND LEARNING SCHEDULE:

MGT - 424.1D1	Session I	Summer Semester	2010
		Wednesday	5:30 - 9:45 p.m.

ASSIGNMENT SCHEDULE:

<u>DATE</u>	<u>ASSIGNMENT</u>
May 26	Wed
	<p>Ch 1 Organizations and Organization Theory Organization Theory in Action What Is an Organization? Dimensions of Organization Design The Evolution of Organization Theory and Design Organizational Configuration Efficient Performance versus the Learning Organization</p> <p>Ch 2 Strategy, Organization Design, and Effectiveness The role of Strategic Direction in Organization Design Organizational Purpose A Framework for Selecting Strategy and Design Performance Strength Committing to Success Leads to Failure Assessing Organizational Effectiveness Traditional Effectiveness Approaches The Balanced Scorecard Approach to Effectiveness</p>
June 2	
	<p>Ch 3 Fundamentals of Organization Structure Organization Structure Information–Processing Perspective on Structure Organization Design Alternatives Functional, Divisional, and Geographical Designs Matrix Structure Horizontal Structure Virtual Network Structure Hybrid Structure Applications of Structural Design</p> <p>Ch 4 The External Environment The Organization’s Environment The Changing Environment Adapting to a Changing Environment Framework for Responses to Environmental Change Dependence on External Resources Influencing External Resources</p>

- Ch 5 Interorganizational Relationships**
Organizational Ecosystems
Resource Dependence
Collaborative Networks
Population Ecology
Institutionalism
- June 9**
- Ch 6 Designing Organizations for the International Environment**
Entering the Global Arena
Designing Structure to Fit Global Strategy
Building Global Capabilities
Cultural Differences in Coordination and Control
The Transnational Model of Organization
- Ch 7 Manufacturing and Service Technologies**
Core Organization Manufacturing Technology
Contemporary Applications
Core Organization Service Technology
Non-Core Departmental Technology
Department Design
Impact of Technology on Job Design
- June 16**
- Examination 1 (Chapters 1 – 7)**
- June 23**
- Ch 8 Using IT for Coordination and Control**
Information Technology Evolution
Information for Decision Making and Control
The Level and Focus of Control Systems
Performance Management
Adding Strategic Value: Strengthening Internal Coordination
Adding Strategic Value: Strengthening External Coordination
E-Business Organization Design
IT Impact on Organization Design
- Ch 9 Organization Size, Life Cycle, and Decline**
Organization Size: Is Bigger Better?
Choose to Be Great Instead of Big Organization for You?
Organizational Life Cycle
Organizational Size, Bureaucracy, and Control
Bureaucracy in a Changing World
Bureaucracy versus other Forms of Control
Organizational Decline and Downsizing

Ch 10 Organizational Culture and Ethical Values
Organizational Culture
Organizational Design and Culture
Organization Design and Culture
Organizational Culture, Learning, and Performance
Ethical Values and Social Responsibility
How Leaders Shape Culture and Ethics
Corporate Culture and Ethics in a Global Environment

June 30

Ch 11 Innovation and Change
The Strategic Role of Change
Elements for Successful Change
Technology Change
New Products and Services
Strategy and Structure Change
Culture Change
Strategies for Implementing Change

Ch 12 Decision-Making Processes
Definitions
Individual Decision Making
Organizational Decision Making
Organizational Decisions and Change
Contingency Decision-Making Framework
Special Decision Circumstances
and
Research paper oral reports.

July 7

Ch 13 Conflict, Power, and Politics
Intergroup Conflict in Organizations
Power and Organizations
Political Processes in Organizations
Using Power, Politics, and Collaboration
and
Research paper oral reports
(Failure to give an oral will result in a letter
grade reduction on research project)

July 14

Final Exam **(Chapters 8 - 13)**

***** No make-up orals on final night*****