# TEXAS TECH UNIVERSITY

**JERRY S. RAWLS COLLEGE OF BUSINESS**

**Spring 2016 Mgt. 3379 Advanced Organization and Management**

**Sec. 002 MWF 10-10:50 Room 25 Basement**

**Sec 001 MWF 11-11:50 Room 25 Basement**

**Instructor: Professor Kimberly Boal**

**Office: E 354**

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**Office Hours: MWF 12-1 and By Appointment**

**Text: Organization Theory and Design, 12 ed., Richard L. Daft**

**TA: Jeremy Xu**

**Phone: 834-4777**

**Room: 273-9**

**Course Description and Learning Objectives**

Organizations come in many varieties, and in many shapes and sizes. Why does an organization look the way it looks? What are the factors that should be considered when putting it together? And when faced with dynamic environments, increasingly intense competition, and other conditions calling for changing the organizational design, what should a skillful manager do? We will see in this course that there are many elements, or building blocks, that go into the makeup of all organizations. The design of an organization and how those building blocks are put together can help determine the degree to which it is successful in fulfilling its mission. Additionally, we will explore how organizations evolved, and the management practices that contribute to our understanding of organizations today. Finally, since managing organizations does not happen in a vacuum, but rather in collaboration with numerous stakeholders, we will also delve into some of the essential skills that successful managers should possess.

At the conclusion of this course, students should:

* + Be able to describe the historical development of management thought
  + Understand and apply the fundamental concepts of organization structure
  + Understand how organizational culture and structure interrelate
  + Be able to describe the different types of technology and their significance for organization design
  + Understand the types and forms of organizational change and how to manage them
  + Identify decision making models and the barriers to good decision making
  + Describe the sources of organizational conflict, power, and politics, and how to manage them
  + Have enhanced their interpersonal communication and teamwork skills

The learning objectives established by the Management Area for the BBA degree in Management are:

1. Systematic thinking: Demonstrate systematic thinking about effective organizations, teams, and people at work.

2 . Strategic and competitive analysis: Demonstrate understanding of the relationship between organizations and their external environments, and conduct a strategic and competitive analysis.

3 . Leadership and interpersonal challenges::Recognize leadership and interpersonal challenges at work and propose alternative approaches for addressing them.

1. Professional Communication: Demonstrate ability to write and speak effectively considering both audience and purpose. Ethical issues and decision making: Recognize ethical issues and propose alternative approaches to ethical decision making.

**Course Format, Learning Assessment, and Grading**

The course is comprised of a combination of lectures, in-class team work and exercises, and cases. It is expected that all reading be done *prior to class* on the assigned day .Assessment of learning will be accomplished by means of exams and quizzes, write ups of in-class exercises, and team case papers . Final course grades will be determined by a weighted average of all course components, as follows :

Exam 1 25%

Exam 2

Final Exam

Homework & In-class Exercises

25%

25%

25%

The final course grade will be determined as follows:

A= 90-100% (Excellent) C = 70-80% (Satisfactory) B = 80-90% (Very Good) D = 60-70% (Inferior)

F = less than 60% (Failure)

I will do everything I can to help you succeed in this class. If you have questions about any of your grades, I will be glad to meet with you in person in my office to discuss. Please note that I will **not** discuss individual grades via email; nor will I give "extra work" at the end of the semester for you to pull up your grade if you don't like your course grade. I have on occasion graded on a curve, and given extra credit during a semester, but it would be wise not to expect that.

**Exams**

There are 2 mid-semester exams and a final exam. Exams will cover all material assigned in the textbook and readings, as well as material presented in class (lectures, videos, discussion, etc.) . Exams are closed-book and will consist of multiple choice and/or true/false questions. **Note: All exams are required. There are NO optional exams. No** cell phones or other electronic devices may be used during exams. It is essential to arrive on time for exams; once students finish the exam and leave, no one arriving after that will be allowed to take the exam. Refer to the schedule for exam dates. Make-up exams will be given only in the event of an excused absence (death in the family, severe illness,

University business, or other unavoidable occurrences of a serious nature). Legitimate documentation (letter, doctor's note, memo from academic advisor, etc.) *must* be provided to the instructor. Unless the absence is due to an emergency, you must notify the instructor **before** the scheduled exam. Make-ups will be given on the last day of class May 10) or at another time to be arranged: **under no circumstances will a make-up exam be given prior to the regular scheduled exam.**

**In-class Team Activities**

A key element of this course is the application of concepts and theories, which will be achieved through case analysis, and in-class exercises and discussion. Team-based active cooperative learning is an essential component of this class for several reason:

* Managing people and organizations requires a wide array of knowledge and skill;
* employers consistently look for employees who can demonstrate the ability to work with others ;
* cooperative (i.e., team-based) learning has been shown to lead to greater retention of knowledge, deeper understanding, and increased motivation to learn.

You will be assigned to a team of four or five students. It is expected that all team members participate equally in the team activities and projects. It is up to the team, not the professor, to make sure that all members do their part. All students will evaluate team members twice during the semester, and poor evaluations will be taken into account when grades are determined! Therefore, it is in your best interest to take teamwork seriously and make a meaningful contribution to the team effort.

Team members formulate a code of cooperation (the "contract") and are expected to adhere to it. If a member is not living up to the code, please discuss it with the professor. If all efforts at correcting a team member's behavior fail, the team may fire that person after a consultation with the professor; in that case the "fired" member will have to complete all team assignments as a team of one.

My goal is to make your team experience in this class a positive and successful one. All team activ ities will be done *during* class, i.e., there is no expectation of outside group work . To make the best use of your class time, it is critical that each team member read the chapter and case before class on the assigned day. Team activities fall into two categories.

Case for Analysis ("CFA"). A number of class days will be devoted to working in teams on a Case for Analysis

which will be found at the end of the assigned chapter .Your team will be required to answer specific questions about each case (provided in class) and submit a 1-page report with your answers .This will be due by the end of class on the appropriate day. The cases count for 20% of your grade.

Practicing Organizational Theory ("POT") and Other Exercises. There will be a variety of in-`class exercises that provide hands-on experience in applying organizational theory. Each exercise will require a team response to be submitted during class. Exercises count for 10% of your grade.

Grading: All team assignments will be graded for both content and quality. That is, grammar, punctuation, spelling, coherence, and clarity will be factored into the grade. Team assignments will be graded on a 10- point scale (10 points= excellent:: 8 points = satisfactory ; 5 points = minimally acceptable; 0 points = unsatisfactory) . All team members who are present will receive the same grade for each activity. In most circumstances, a member who is absent will receive no credit for that activ ity. However, students who miss a team activity for a legitimate documentable reason should speak with me regarding the possibility of mak ing up that grade.

Classroom Citizenship

My goal is to make this class as enjoyable, interesting and rewarding as possible. Disruptions and distractions can ruin the experience for all of us. With that in mind, please observe the following guidelines.

Show up on time. Late comers disrupt the class.

Once the class begins, don't engage in any activities that aren't related to the class. These include (but are not limited to) sleeping; reading newspapers; doing crosswords , sudoku, etc.; using cell phones or other electronic devices; using a laptop to email, IM, or surf the .net; studying for other exams; eating; and having side conversations . I reserve the right to require that electronic devices be put away if they become a distraction.

Please don't pack up your books before the class is over, and don't leave early, unless it's for a compelling reason. I watch the time carefully, and will always dismiss the class on time, if not early.

Come prepared and ready to participate. **Academic Integrity**

It is expected that students will neither participate in nor encourage unethical activities such as cheating on exams. By placing your name on *exams,* homework, or other written submission, you are affirming that the contents are your work only (except where collaboration with other students is authorized by the instructor). Students are expected to be familiar with the University 's guidelines on academic integrity which can be found in the Student Handbook Section B3 ("Academic Dishonesty") of the Code of Student Conduct (p. 32-33L and which are included in this syllabus by reference .

[http://www](http://www/) .depts.ttu.edu/dos/docs/ and student handbook .pdf

**Disability Accommodation:**

Any student who, because of a disability, may require special arrangements in order to meet the course requirements should contact the instructor as soon as possible to make any necessary arrangements. Students should present appropriate verification from Student Disability Services during the instructor's office hours. Please note instructors are not allowed to provide classroom accommodations to a student until appropriate verification from Student Disability Services has been provided. For additional information, you may contact the Student Disability Services office in 335 West Hall

Tentative Schedule

Week Readings

Jan 21 Class Syllabus, Readings, and Teams

Jan 26-28 Chapter 1: Organizations and

Organizational Design

Feb 2-4 Chapter 2: Strategy, Organization Design,

and Effectiveness

Feb 9-11 Chapter 3: Fundamentals of Organization

Structure

Feb 16-18 Chapter 4: The External Environment

Feb 23-25 Chapter 5: Interorganizational

Relationships

March 1 Exam 1

March 3-8 Chapter 6: Designing Organizational for

the International Environment

March 10 Chapter 7: Manufacturing and Service

Technologies

March 12-20 Spring Break

March 22-24 Chapter 8: Technology for Control, Social

Business, and Big Data

March 29-31 Chapter 9: How do you fit the Design?

April 7 Exam 2

April 9-14 Chapter 10: Organizational Culture and

Ethical Values

April 16-21 Chapter 11: Innovation and Change

April 23-28 Chapter 12: Decision Making Processes

April 30-May 4 Chapter 13: Conflict, Power, and Politics

May 7 Misc., Review

May 12-17 Final Exams, Check for Time

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