

MGMT 360: Organizational Theory

Location:	Fort Stewart
Address:	Army Education Center, 100 Knowledge Dr, Ste 147 , P.O. Box 3089 Ft. Stewart, GA 31314
Section:	18SUMR2/MGMT/360/AGA1
Semester Credit Hours:	3
Class Day(s) and Time(s):	Monday 5:30 PM - 9:30 PM from June 24, 2019 to August 17, 2019

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Course Information

Catalog Description

Examination of the foundations, theories, models, and literature for designing effective organizations. Extensive library research and case work required.

Prerequisite: MGMT 230.

Additional Notes

INSTRUCTOR ATTENDANCE POLICY:

Students are expected to attend the entire class session each week. Early dismissal will be authorized in emergency situations only.

In regards to attendance, each session has a value of 12.5 points (100/8). Late arrivals or early departures could result in a reduction of points depending on the class time missed.

There are typically no excused absences except in the most extraordinary circumstances. If you miss 8 hours of available instructions, then your final grade will be reduced 1 letter grade. If you miss 12 hours of available instruction, then your final grade will be reduced 2 letter grades. If you miss 16 hours of available instruction, then you will not be able to pass the course.

Textbooks

As part of TruitionSM, students will receive their course materials automatically as described below.

Bookstore Information

Visit <https://www.ccis.edu/bookstore.aspx> for details.

eText Information

If a course uses an eText, (see textbook information above) the book will be available directly in Desire2Learn (D2L) seven days before the session begins, if registered for courses prior to that date. Upon first login to VitalSource, students should use their CougarMail email address; alternate email addresses cannot be used. More information about how to use the VitalSource platform, including offline access to eTexts, can be found in D2L.

Physical Course Materials Information

Students enrolled in courses that require physical materials will receive these materials automatically at the shipping address on file with Columbia College. Delivery date of physical materials is dependent on registration date and shipping location. Please refer to confirmation emails sent from Columbia College for more details on shipping status.

Returns: Students who drop a class are responsible for returning any physical course materials that were shipped. To initiate a return, visit [Ingram Returns](#) to generate a pre-paid return label. Materials from dropped courses must be returned within 30-days of receipt. **Failure to return physical items from a dropped course will result in a charge to the student account for all unreturned items.**

Note: Students who opt-out of having their books provided as part of [Tuition](#)SM are responsible for purchasing their own course materials.

Technology Requirements

THIS IS A TECHNOLOGY-ENRICHED COURSE WHICH COMBINES IN-SEAT INSTRUCTION WITH ONLINE LEARNING.

Participation in this course will require the basic technology for all classes at Columbia College:

- A computer with reliable internet access
- A web browser
- Acrobat Reader
- Microsoft Office or another word processor such as Open Office

For more information, see [technical requirements](#).

Course Learning Outcomes

• Explain contingency theory. • Explain the change process and its effects on organizational structure and strategic decision-making. • Prepare a written professional case analysis. • Prepare and deliver a professional oral case presentation. • Explain the major theories of business ethics.

Course Objectives

• To integrate new concepts and models from organization theory with changing events in the real world of organizations. • To understand, diagnose and respond to emerging organizational needs and problems. • To apply a contingency approach to the management of real organizations. • To demonstrate competency in critical thinking, written analysis and oral presentations on management cases. • To demonstrate a sensitivity to the importance of business ethics and social responsiveness.

Grading

Grading Scale

Grade	Points	Percent
A	900 - 1000	90-100%
B	800 - 899	80-89%
C	700 - 799	70-79%
D	600 - 699	60-69%
F	0 - 599	0-59%

Grade Weights		
Assignment Category	Points	Percent
Mid-term Examination	300	30%
Final Examination	300	30%
Research Paper/Oral Presentation	200	20%
Assignments - Discussion Questions/Case Study	100	10%
Attendance/Participation - Discussions and Current Events	100	10%
Total	1000	100%

Schedule of Due Dates

Week 1		
Assignment	Points	Due
Chapter 1: Organizations and Organization Design	25	June 24, 2019

Week 2		
Assignment	Points	Due
Chapter 2: Strategy, Organization Design, and Effectiveness, Chapter 3: Fundamentals of Organization Structure	25	July 2, 2019

Week 3		
Assignment	Points	Due
Chapter 4: The External Environment, Chapter 5: Interorganizational Relationships	25	July 8, 2019

Week 4		
Assignment	Points	Due
Chapter 6: Designing Organizations for the International Environment, Chapter 7: Manufacturing and	25	July 15, 2019

Service Technologies Assignment	Points	Due
Mid-term Examination	300	
Week 5		
Assignment	Points	Due
Chapter 8: Technology for Control, Social Business and Big Data, Chapter 9: Organization Size, Life Cycle and Decline	25	July 22, 2019
Week 6		
Assignment	Points	Due
Chapter 10: Organizational Culture and Ethical Values, Chapter 11: Innovation and Change	25	July 29, 2019
Week 7		
Assignment	Points	Due
Chapter 12: Decision-Making Processes	25	August 5, 2019
Week 8		
Assignment	Points	Due
Chapter 13: Conflict, Power, and Politics	25	August 12, 2019
Final Examination	300	
Research Paper	200	
Total Points: 1000		

Assignment Overview

Assignments

Homework is a necessary part of this course. Assignments will be made weekly and are the responsibility of the student to complete. Homework assignments will not be accepted late and will receive ZERO credit. Late homework will only be accepted if you receive PRIOR approval from me and can demonstrate an emergency situation. Every Business course includes a written and oral presentation component.

In-class activities will consist of lectures, discussions, case studies and current events. The student will brief a current event articles relating to a business topic each class session. All students must participate for a grade. Students attendance is a must because of the participation effort.

An original research paper will be written on a subject approved by the instructor. Details will be provided during the 1st and 2nd class sessions. The paper is required to be no less than 6 to 8 pages. Papers must be turned in on the last night of class (Week 8). The paper should be developed and submitted according to APA style. Further information regarding this requirement will be discussed in class.

The Mid-term Examination will cover all material from Weeks 1 thru 4, and will consist of multiple choice, true/false and short answer questions.

The Final Examination will cover all material from Weeks 5 thru 8, and will consist of multiple choice, true/false and short answer questions.

Examinations

You will be required to take the following Examinations:

Mid-term Examination

Final Examination

☰ Course Outline

Click on each week to view details about the activities scheduled for that week.

Week 1: Organizations

Chapter 1: Organizations and Organization Design

We will explore the following learning objectives during this class session:

1. Define an organization and the importance of organizations in society.
2. Identify current challenges that organizations face.
3. Understand how organizations design concepts apply to a major company like Zerox.
4. Recognize the structural dimensions of organizations and the contingencies that influence structure.
5. Understand efficiency and effectiveness, and the stakeholder approach to measuring effectiveness.
6. Explain historical perspectives on organizations.
7. Explain the differences in organic and mechanistic organization designs and the contingency factors typically associated with each.

Assignments: Class Discussion, Discussion Questions, Case Study and Current Events relating to business.

Week 2: Organizational Design and Structure

Chapter 2: Strategy, Organization Design, and Effectiveness, Chapter 3: Fundamentals of Organization Structure

We will explore the following learning objectives during this class session:

1. Describe the importance of strategy and the strategy process.
2. Understand strategic purpose and operating goals.
3. Explain why goal conflict occurs in organizations and how managers deal with conflicting goals.
4. Know Porter's strategy model and Miles and Snow's strategy typology.
5. Define the three key components of organization structure.
6. Explain the vertical and horizontal information-sharing concepts of structure.
7. Identify departmental grouping options, such as functional, divisional, and matrix.
8. Explain new horizontal and virtual network structural forms.

Assignments: Class Discussion, Discussion Questions, Case Study and Current Events relating to business.

Week 3: The External Environment



Chapter 4: The External Environment, Chapter 5: Interorganizational Relationships

We will explore the following learning objectives during this class session:

1. Define the task environment and its key sectors.
2. Define the general environment and its key sectors.
3. Explain how organizations adapt to complexity and dynamism in a changing environment.
4. Describe how the environment affects organic versus mechanistic management processes.
5. Specify how organizations depend on financial resources.
6. Define an organizational ecosystem and the changing role of competition.
7. Discuss types of resource-dependence relationships and the power implications.
8. Understand the population-ecology perspective and its key concepts.

Assignments: Class Discussion, Discussion Questions, Case Study and Current Events relating to business.

Week 4: The International Environment



Chapter 6: Designing Organizations for the International Environment, Chapter 7: Manufacturing and Service Technologies

We will explore the following learning objectives during this class session:

1. Discuss organizational motivations for entering the global arena.
2. Explain the stages of international development.
3. Understand globalization versus multi-domestic strategies.
4. Identify mechanisms for global coordination, knowledge transfer, and resolving the tension between global uniformity and local responsiveness.
5. Identify and define an organization's core technology.
6. Explain the impact of core technology on organization design.
7. Describe Woodward's model of technical complexity, structure, and performance.
8. Describe the nature of service technology and its impact on organization design.

Assignments: Class Discussion, Discussion Questions, Case Study and Current Events relating to business.

Mid-term Examination

You will take the Mid-term Examination. The Mid-term Examination will consist of true/false, multiple-choice, and short answer questions.

Week 5: Technology and Organizational Life Cycle



Chapter 8: Technology for Control, Social Business and Big Data, Chapter 9: Organization Size, Life Cycle and Decline

We will explore the following learning objectives during this class session:

1. Explain how information technology applications have evolved.
2. Explain the feedback control model.
3. Describe social business and how it is being used to improve relationships within the organization and with customers and other stakeholders.

4. Describe the balanced scorecard's value for organizational control.

Assignments: Class Discussion, Discussion Questions, Case Study and Current Events relating to business.

Week 6: Ethical Values and Innovation



Chapter 10: Organizational Culture and Ethical Values, Chapter 11: Innovation and Change

We will explore the following learning objectives during this class session:

1. Know the nature of organizational culture and its manifestations.
2. Describe the four types of organizational culture.
3. Explain the relationship between culture and performance.
4. Identify some sources of ethical values and principles.
5. Explain how managers shape organizational culture and ethical values.
6. Describe the types of strategic change.
7. Understand techniques for encouraging technology change.
8. Explain the techniques for bringing about culture change in organizations.

Assignments: Class Discussion, Discussion Questions, Case Study and Current Events relating to business.

Week 7: Decision-Making



Chapter 12: Decision-Making Processes

We will explore the following learning objectives during this class session:

1. Define organizational decision making.
2. Explain programmed versus non-programmed decisions.
3. Discuss the rational and bounded rationality approaches to decision making.
4. Describe the management science approach to decision making.
5. Understand the Carnegie and incremental decision models.
6. Explain the garbage can model of decision making.
7. Discuss the contingency decision-making framework.

Assignments: Class Discussion, Discussion Questions, Case Study and Current Events relating to business.

Oral Presentations of research papers will start during this class session.

Week 8: Organizational Conflict



Chapter 13: Conflict, Power, and Politics

We will explore the following learning objectives during this class session:

1. Describe the sources of intergroup conflict in organizations.

2. Explain the rational versus political models of conflict.
3. Describe power versus authority and their sources in organizations.
4. Explain the concept of empowerment.
5. Understand the sources of horizontal power in organizations.
6. Define politics and understand when political activity is necessary.
7. Identify tactics for increasing and for using power.

Assignments: Class Discussion, Discussion Questions, Case Study and Current Events relating to business.

Final Examination

You will take the Final Examination. The Final Examination will consist of true/false, multiple-choice, and short answer questions.

Research Paper

Oral Presentations of Research Papers (Cont'd) - Research Papers are due.

+ Additional Resources

Online databases are available at library.ccis.edu. You may access them using your CougarTrack login and password when prompted.

Technical Support

If you have problems accessing the course or posting your assignments, contact your instructor, the Columbia College Technology Solutions Center, or the D2L Helpdesk for assistance. If you have technical problems with the VitalSource eText reader, please contact VitalSource. Contact information is also available within the online course environment.

- Columbia College Technology Solutions Center: CCHelpDesk@ccis.edu, 800-231-2391 ex. 4357
- D2L Helpdesk: helpdesk@d2l.com, 877-325-7778
- VitalSource: support@vitalsource.com, 1-855-200-4146

Online Tutoring

Smarthinking is a free online tutoring service available to all Columbia College students. Smarthinking provides real-time online tutoring and homework help for Math, English, and Writing. Smarthinking also provides access to live tutorials in writing and math, as well as a full range of study resources, including writing manuals, sample problems, and study skills manuals. You can access the service from wherever you have a connection to the Internet. I encourage you to take advantage of this free service provided by the college.

Access Smarthinking through CougarTrack at [Students -> Academics -> Resources](#).

! Columbia College Policies and Procedures

Attendance

Columbia College students are expected to attend all classes and laboratory periods for which they are enrolled. Students are directly responsible to instructors for class attendance and work missed during an absence for any cause. If absences jeopardize progress in a course, an instructor may withdraw a student from the course with a grade of "F" or "W" at the discretion of the instructor. For additional information, see the [Columbia College policy on Student Attendance](#).

Academic Integrity

Columbia College students must fulfill their academic obligations through honest, independent effort. Dishonesty is considered a serious offense subject to strong disciplinary actions. Activities which constitute academic dishonesty include plagiarism, unauthorized joint effort on exams or assignments, falsification of forms or records, providing false

or misleading information, or aiding another in an act of academic dishonesty. For more information, see the [Columbia College Academic Integrity Policy and Procedures](#).

Class Conduct and Personal Conduct

Students must conduct themselves so others will not be distracted from the pursuit of learning. Students may be disciplined for any conduct which constitutes a hazard to the health, safety, or well-being of members of the College community or which is deemed detrimental to the College's interests. Discourteous or unseemly conduct may result in a student being asked to leave the classroom. For more information, see the [Columbia College Student Code of Conduct](#) and [Student Behavioral Misconduct Policy and Procedures](#).

Cancelled Class Make-Up

Classes cancelled because of inclement weather or other reasons must be rescheduled. For more information, see the [Columbia College Inclement Weather Policy](#).

Make-Up Examinations

Make-up examinations may be authorized for students who miss regularly scheduled examinations due to circumstances beyond their control. Make-up examinations must be administered as soon as possible after the regularly scheduled examination period and must be administered in a controlled environment.

Adding, Dropping, or Withdrawing from a Course

Students may add a course through Wednesday of the first week of the session and drop a course without academic or financial liability through close of business on Monday of the second week of the session. Once enrolled, a student is considered a member of that class until he or she officially drops or withdraws in accordance with College policy. An official drop/withdrawal takes place only when a student has submitted a Drop/Add/Withdrawal form. A failure to attend class, or advising a fellow student, staff or adjunct faculty member of an intent to withdraw from a class does not constitute official drop/withdrawal. The drop/add/withdrawal periods begin the same day/date the session starts, not the first day a particular class begins. If a student stops attending a class but does not submit the required Drop/Withdrawal form a grade of "F" will be awarded. For more information, see the [Columbia College Registration Policy and Procedures](#).

Withdrawal Excused

A student may request an excused withdrawal (WE) under extraordinary circumstances by submitting a Drop/Withdrawal form accompanied by a complete explanation of the circumstances and supporting documentation to the location director. The WE request must include all classes in which the student is currently enrolled. The Vice President for Adult Higher Education is the approving authority for all WE requests. A student who receives approval of their WE request may still be required to return some or all of the federal financial assistance received for the session. For more information, see the [Columbia College Withdrawal Policy](#).

Incomplete

A student may request that the instructor award a grade of "I" due to extraordinary circumstances (unforeseen or unexpected circumstances beyond the student's control) that prevent a student from completing the requirements of a course by the end of a session. An "I" will not be given because a student is failing, negligent or not meeting requirements. If the instructor believes an "I" is appropriate, the instructor will specify the work needed to complete the course and the time allowed to complete the work. Work missed must be made up within two subsequent sessions unless the instructor specifies an earlier date. Extensions beyond two sessions must be approved by the Vice President for Adult Higher Education. If the work is completed during the specified time period, the instructor will change the "I" to the grade earned. Incompletes that are not finished are to be automatically recorded as an F unless the instructor submits a grade change form. For more information, see the [Columbia College Undergraduate Grading Policy](#).

Grade Appeal

A student may appeal any grade given if it is believed to be in error or in conflict with Columbia College policy and procedures. The student must state in writing to the location director why the grade awarded is believed to be in error and request a desired remedy. The faculty member who awarded the grade will be given the opportunity to comment on all student allegations. If the issue cannot be resolved at the location the appeal will be transmitted through the location director to the Vice President for Adult Higher Education. A grade appeal must be received for review by the Vice President for Adult Higher Education prior to the end of 60 days from the date the grade was awarded. For more information, see the [Columbia College Undergraduate Grading Policy](#).

Prerequisites

Course prerequisites are established to ensure that a student has adequate academic preparation to succeed in a particular course. Staff members will attempt to ensure that students meet prerequisite requirements. However, it is the student's responsibility to closely examine the course descriptions to determine if prerequisites exist and to enroll in courses in the proper sequence. In some exceptional cases it may be apparent that the student possesses the required

skills and knowledge to succeed in a particular course, even though they have not taken the prerequisite course. In this case the prerequisite course may be waived by the location director. Waiver of a course as a prerequisite does not remove the requirement to complete the course if it is a requirement for the student's degree program.

CougarTrack

The College provides all students access to CougarMail (the official means of e-mail communication for the College), online resources from the [Stafford Library](#), and their Columbia College records (transcripts, grades, student schedules, etc.) through CougarTrack.

CougarMail

The official student email address (also known as CougarMail) will be used for all official correspondence from faculty and staff. Students are responsible for the information received and are required to monitor their CougarMail account on a regular basis. Students may forward their CougarMail to another email account but will be held responsible for the information sent over CougarMail, even if there is a problem with the alternate mail service.

Cell Phones

Cell phones can be a distraction to the learning process. Location directors or course instructors may require that cell phones be turned off or set to vibrate during class periods. Students requiring special arrangements to receive a cell phone call during class should make prior arrangements with their location director or course instructor.

FERPA

The Family Educational Rights and Privacy Act (FERPA) affords students certain rights with respect to their education records. For more information, see the [Columbia College Family Education Rights and Privacy Policy](#).

Student Accessibility Resources

Students with documented disabilities who may need academic services for this course are required to register with the office of Student Accessibility Resources. Until the student has been cleared through this office, accommodations do not have to be granted. If you are a student who has a documented disability, it is important for you to read the entire syllabus as soon as possible. The structure or the content of the course may make an accommodation not feasible. Student Accessibility Resources is located in Student Affairs in AHSC 215 and can be reached by phone at (573) 875-7626. For more information, see the [Columbia College ADA and Section 504 Policy for Students](#).

Alcohol and Other Drugs: Columbia College Policies & Resources

Columbia College recognizes the negative health effects associated with the use, possession, and distribution of controlled and/or illicit substances, and their detrimental impact on the quality of the educational environment. Therefore, all members of the College community share in the responsibility of protecting the campus environment by exemplifying high standards of professional and personal conduct. For more information and resources, see the [Columbia College Alcohol and Other Drugs Policy](#).

Tobacco-Free Policy

Columbia College values and is concerned for the health and well-being of its students, employees and visitors. The College is committed to providing a healthful and productive educational and employment environment for members of the College community. Consistent with this commitment and in the interest of the general health and welfare of the College community, the College prohibits the use of all tobacco products and related devices on all College property and premises. For more information, see the [Columbia College Tobacco-Free Policy](#).

Non-Discrimination

Discrimination, harassment, and retaliation on the basis of protected status (see [Notice of Non-Discrimination and Equal Opportunity](#) for a definition of "protected status") are strictly prohibited. Persons who engage in such conduct are subject to discipline up to and including termination or dismissal. For more information, see the [Columbia College Non-Discrimination and Equal Opportunity Policy and Complaint Resolution Procedure](#).

Columbia College Policy Library

The policies set forth in the Online Policy Library are the current official versions of College policies and supersede and replace any other existing or conflicting policies covering the same subject matter. The Online Policy Library is currently under construction with new policies being added on a frequent basis and the policies currently listed are not comprehensive of every College policy. Questions regarding the Online Policy Library should be directed to the [Office of the General Counsel](#). For more information on policies applicable to students, see [Student Policies](#). For more information on policies applicable to the entire Columbia College community, see [College-Wide Policies](#).

