



Department of Business

HTM 6590 ORGANIZATION THEORY AND DESIGN Winter 2010



*Please note: This is a preliminary web course description only. The Department of Business reserves the right to change without notice any information in this description. The final, binding course outline will be distributed one of three ways: distributed in the first class of the semester, posted on D2L or via e-mail.

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Course Description and Objectives:

Organization theory and design is the study of organizations as entities within a diverse social system, striving to survive in an environment that is unpredictable and turbulent, where stakeholder demands for social and environmental responsibility are escalating, and where increasingly intense pressures to stay competitive drive strategy and leadership. Effective navigation requires a strategic understanding of organizations and their effectiveness in a hyper-competitive business environment. Understanding what makes organizations effective provides organizational leaders increased opportunities to influence organizational change to effectively meet the challenges of a changing world for organizational competitive advantage.

This course is an introduction to current perspectives in organizational theory and design and will be explored with the use of real-world illustrations to demonstrate the applicability of theory to business. We will explore how organizations are affected by their environments, how they are structured and designed, their processes and cultures, and the implications for organizational effectiveness and sustainable value creation. We will also consider different images of organization; images that help describe organizations and organizational life.

Learning Objectives

At the successful completion of this course, it is my hope that students will be able to:

- Demonstrate an understanding of the study of organizations within a wider societal context to understand the social and environmental implications of managing organizations.
- Describe the nature, theory and complexities of organizations and discussed the different elements of organizational structure, processes and design.
- Apply organization theory to problems identified in organizations and recognize issues of managing the external environment, and discuss organizational strategies for sustainable value creation.
- Develop skills and knowledge to be able to:
 - Synthesize and analyze organization theory literature from both academic and practitioner sources
 - Communicate ideas in writing in individual and group settings

- Apply organization theory to the real world of organizations.
- Compare and contrast current research and practice
- Research, analyze and develop recommendations for an organization issue

Course Topics

| Module | Topic |
|---------------|---|
| Module 1 | Organizations and the External Environment |
| Module 2 | Organizational Strategy |
| Module 3 | Organizational Structure |
| Module 4 | Inter-Organizational Relationships |
| Module 5 | Organizational Culture, Identity and Reputation |
| Module 6 | Conflict, Power and Politics |
| Module 7 | Organizational Decision Making |
| Module 8 | Organizational Change |

Note: The schedule of learning activities may require modification from time to time. Any changes will be announced on the Course website.

Course Material

Textbooks

Daft, R.L. and Armstrong, A. (2009). Organization Theory & Design, (1st Canadian Edition), Nelson Education, Toronto, Ontario*

**Please note this text will be referred to as ‘D&A’ in the Modules*

Morgan, G. (2007). Images of Organizations (Updated Edition), Sage Publications, Thousand Oaks**

***Please note that this text will be referred to as ‘Images’ in the Modules*

Course Reader

A course reader will be provided to the student. The course reader is in addition to your textbooks and contains articles you are required to read throughout the course.

Course Electronic Reserves for Required and Supplementary Readings

Some of the articles for the required readings for this course were only available to us through electronic access and these will be available on electronic reserves.

Supplementary articles you may find of interest will be available on course electronic reserves,

Additional supplementary readings, cases and activities may be assigned – check the Course Website section for further information and updates. Additional readings will be listed on the Course Website and placed on E-Reserves.


Evaluation

| Assignment | Due | Weight |
|---|---|---------------|
| Individual Assignment 1 Reflection Maximum 1500 words | Week 3 | 20% |
| Individual Assignment 2 Topic Analysis Maximum 2000 words | Week 8 | 25% |
| Group Project Maximum 3000 words | Week 6 | 25% |
| Group Discussion Conferences 1. Can the tobacco industry credibly engage in CSR activities? Why or why not? (10%) 2. The Apple iPod Revolution (10%) 3. Office politics: a dirty game or a strategic advantage? (10%) | Discussion during Week 1, Summary due Week 2 (Maximum 1500 words) Discussion during Week 4, Summary due Week 5 (Maximum 1500 words) Discussion during Week 6, Summary due Week 7 (Maximum 1500 words) | 30% |
| Total | | 100% |

**** NOTE:**

- All assignments are due Sundays 11:59 p.m. Eastern Time.
- Group Discussions start the Monday of the week indicated and run to Sunday. Please do not get in the habit of posting your comments on the Saturday or Sunday at the end of the week. It is preferred that you post your comments near the first part of the week. The Saturday and Sunday is available in case you have been away or exceptionally busy. Additionally, posting your contribution early will allow your group members time to read and respond to your comments.

Submitting Written Assignments

Submit your assignments in RTF format, using the  [Dropbox](#) option on the course website.

- Your assignments must be typewritten, double spaced, and no less than 12 font
- Word limitations must be respected - anything in excess will not be read or graded.
- Please ensure that references, footnotes and bibliography follow accepted standards.

Late Policy

Late assignments will be penalized by deducting **10% of the marks available for each day** that the assignment is late. Should a situation arise that precludes completing and submitting

your assignments by the specified due dates, please notify the instructor of the problem. Extensions will be granted only in the event of serious circumstances.

Policies and Regulations

All students are expected to abide by the University's academic regulations in the completion of their academic work, as set out in the Graduate calendar (see: <http://www.uoguelph.ca/registrar/calendars/graduate/current/>). Some regulations are highlighted below:

Academic Misconduct:

Although students are encouraged to share thoughts and ideas while studying for the course, all material submitted for grading must be each student's own work. The University of Guelph is committed to upholding the highest standards of academic integrity and directs all members of the University community – faculty, staff and students – to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring. The University of Guelph takes a serious view of academic misconduct and it is your responsibility as a student to be aware of and to abide by the University's policy. Included in the definition of academic misconduct are such activities as cheating on examinations, plagiarism, misrepresentation, and submitting the same material in two different courses without written permission. For clarification on Academic Misconduct, please refer to the following:

<http://www.uoguelph.ca/GraduateStudies/calendar/genreg/genreg-am.shtml>

Students should be aware that faculty have the right to use software to aid in the detection of plagiarism or copying and to examine students orally on submitted work. For students found guilty of academic misconduct, serious penalties, up to and including suspension or expulsion from the University can be imposed.

Academic Consideration:

Students who find themselves unable to meet course requirements by the deadline or criteria expected because of medical, psychological or compassionate circumstances beyond their control, should review the regulations on Academic Consideration in the Graduate Calendar and discuss their situation with the instructor, Advisor or Graduate Co-ordinator as appropriate.

http://www.uoguelph.ca/registrar/calendars/graduate/current/genreg/sec_d0e1009.shtml

Course Philosophy and Approach:

My goal is to create an interactive learning environment through the use of course material and discussions where students can interact with the instructor, each other, and course material to explore and discuss management and organizational related issues. This is intended to facilitate student exploration and discussion of course related issues in order to generate ideas and solutions in our virtual classroom, the course

website. This course will provide students with opportunities to develop skills to become critical thinkers and reflective learners through active engagement and participation in the classroom learning, the readings, and individual and group assignments. To enhance learning and application, students are expected to go beyond the course material and integrate knowledge from their organizational experiences, events in the media and other related and relevant resources.

Learning Strategies

This course requires your participation in assigned readings from the textbook, course reader and the electronic reserves. You are required to complete all assigned readings.

You will conduct research and analyze cases. Both individual and group work is required in this course. You will be reflecting on your own experiences and present organization as we work through the modules.

You will be required to share your ideas, observations and responses to module questions and comments in conference areas. Thus, the Internet will connect us in a collaborative learning process and you will be required to visit the course on a regular basis to ensure that the activities and assignments are completed and deadlines are met.

Individual Learning Activities

From time to time, there will be individual activities provided for your learning. While you are required to complete these, you will not be submitting them. Some of these activities will require your discussion on the Module Discussion Area, however, these activities will not be evaluated.

Group work

The group should address group problems or conflict in a timely fashion. I am available to assist groups who experience problems.

It is essential that students ensure the groups remain cohesive and supportive if effective learning is to occur. You may find it helpful to contract for this at the outset of the groupwork. In the event of misunderstandings, the first course of action is to attempt to resolve these within the group. If there is a situation where a student is not fairly contributing to the production and completion of the group assignment and does not respond to group requests to enhance her or his efforts, the other group members should contact me.