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Florida Institute of Technology
High Tech with a Human Touch ™

Extended Studies Division
Nathan M. Bisk College of Business

MGT 5015 Organizational Planning and Development
Course Syllabus – Spring 2019

Instructor: Dr. Emily Vogt
Meeting Times: Ongoing Virtual
Class Location: CANVAS
**Office Location:** Progress Center
Office Hours: I check email throughout the day and evening; telephone/online chat/onsite conferences can be scheduled upon request.
Phone: Please email me if you would like a telephone conference.
Email: evogt@fit.edu

REQUIRED TEXT:
Daft, R. L. (2013). Organization theory and design. 12th ed. Cincinnati, OH: South-Western College Publishing. ISBN-13: 978-1285866345 ISBN-10: 1285866347
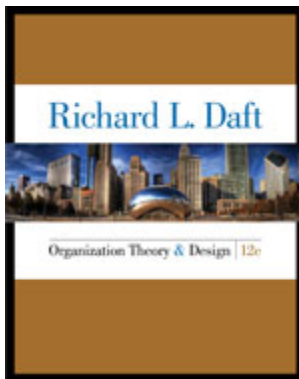
COURSE DESCRIPTION
To study the concepts, theory, research and operational problems of modern organizations. Includes classical and modern organizational theory, emphasizing the latter. Covers recent research findings and theory of human relations in industry.

COURSE LEARNING OUTCOMES
Students successfully completing this course should be able to:

1. Explore peer-reviewed journal research articles
2. Develop a research paper discussing a relevant organizational theory topic
3. Write in APA style

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4. Discuss pertinent topics in the field of organizational theory
5. Write case analysis responses applying organizational theory concepts and theories
6. Understand organizational theoretical frameworks

ASSESSMENTS

The learning outcomes will be assessed by:
o Discussion board postings/participation
o Writing assignments – research papers, peer-reviewed journal article reviews, case analyses
o Analysis of case studies
o Written reviews of peer reviewed-journal articles

GRADING

Grading Scale	
Percent	**Grade**
90-100	A
80-89	B
70-79	C
60-69	D
0-59	F

Peer-reviewed Journal Article Reviews

Throughout the course of the term students will be required to write two, 2-3 page article reviews. The goal of the article reviews is to keep you informed about current research findings regarding organizational theory, but to also encourage critical thinking. You will then be required to review and critique the scholarly research articles chosen. Each review should be no more than 2-3 pages in length and should include both a summary of the article as well as your own thoughts and comments about the article. A copy of the article must be included with each review. Via CANVAS you can submit the article and the review as a single document or as two separate documents. Peer-reviewed journal articles can be found through the FIT library website. Peer-reviewed journal articles can be filtered via the filter on the left-hand pane.

Instructions to locate peer-reviewed journal articles:
1. Click on the link: http://lib.fit.edu/
2. Type in key words and click "search"
3. On the left-hand side under "refine your search" check the box "Limit to articles from peer-reviewed publications"

Case Analysis Papers

Students are required to write a total of 3 case analysis papers. All papers will be written in APA formatting including: 1" margins, double-spacing, citations and support from the text (support from other valid sources is highly encouraged), and a title page. The objective of these assignments is to develop a brief discussion focused on answering the case study questions through the organization theory and design lens. Paper assignments should be no more than 2 pages in length. Case analysis questions can be found on the last page of this document. Case analysis assignment must have:

Discussion Boards

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Each week students will be required to post a discussion board response to a question posed on the discussion board. Students should be aware that posting means a viable discussion of the topic not simply a quick response of one word answers or short sentences. The response should resemble what would be a verbal discussion in the classroom. To earn full credit students are required to submit an initial response to the discussion board question in addition to posting at least one response to a fellow classmate.

Research Paper
This activity requires you to write a research paper on a subject of your choice within Organizational Theory and Design field.

> **Research Paper Proposal**
> A brief outline/description of your proposed topic is due to your professor no later than the end of Week 3. The outline you submit is a non-graded assignment. Your outline must have a clear topic sentence and the outline of your intended paper. The purpose of this outline is to ensure that you have selected a topic relevant to class and to begin early guidance in the paper development process. The professor may approve, amend, or decline your outline pending resolution of concerns. Do not write your Research Paper until you have received professor's approval.
>
> **Research Paper Formatting**
> The research paper must be between 12-15 pages in length, not including the title page and references. The paper must be written in APA formatting. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. Your paper must contain at least five professional references and may include internet sources, books, and professional journals or resources related to the topic. Please do not reference Wikipedia or other non-reliable sources.

A summary of the assessment categories are outlined below.

Item	Percent of Course Grade
1. Case Analysis Papers	3 cases x 10% each = 30%
2. Peer Reviewed Journal Article Reviews	2 reviews x 10% each = 20%
3. Discussion Boards	15 discussion boards x 2.00% each = 30%
4. Final Research Paper	20%
Total	**100%**

ADMINISTRATION
Use of best writing practices always enhances your final written document. For example, the following factors will generally contribute to the professionalism of a document:

- No spelling errors
- Good paragraph structure
- Good sentence structure – correct grammar
- Consistent use of appropriate fonts

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- Consistent application of formatting style
- Application of conceptualizations in organizational theory
- Citations and support of concepts from text and other valid resources

Assignments and Expectations:
Each student is expected to submit all assignments in accordance with the assignment instructions and the assignment schedule outlined in this Course Syllabus, or as updated by the instructor. Student assignments **must reflect the work and original contribution** of each student.

All assignments submitted for grading must be in Microsoft Word format, 12-point font size, preferably Times New Roman font style, using double-spaced format.

Assignment Submission Instructions:
1. The file name of every assignments submitted must be of the format *StudentName _AssignmentName*, for example ***SmithJane_Assignment#1.*** Assignments submitted without using this format may be returned.
2. Except for Microsoft Office Project 2007/2010 files, all assignments must have the student or team's name on the first page of the Microsoft Word document.
3. All assignments should be submitted to the electronic Drop Box in CANVAS, and **not** through e-mails. All documents submitted to the electronic Drop Box must conform to the naming convention outlined above.
4. Late assignments will not be accepted without the instructor's previously approved permission.

Each student is expected to participate fully in all exercises, discussions, and assignments for this class. Students are expected to spend time outside formal class lecture and discussion sessions developing their skills and knowledge on the subject matter.

Academic Integrity/Plagiarism:
Academic dishonesty includes, but is not limited to: plagiarism, collaborating with others on individual assignments or projects, viewing or copying another student's solutions during exams, submitting completed coursework for more than one course (without consent of instructors), deliberate falsification of data, interference with other students' work, and copyright violations (including both document and software copyrights). Please familiarize yourself with the university policy on academic honesty. If at any time you have a question regarding integrity or plagiarism, ask the instructor for clarification.

Dishonest assignments (e.g., where plagiarism has occurred) will be dealt with under the University policy on Academic Misconduct. Access to this policy, including the factors that constitute a dishonest assignment is available on the World Wide Web http://www.fit.edu/current/plagiarism.pdf. Students are encouraged to familiarize themselves with the definitions of academic misconduct.

**Recycled work will not be accepted and will be graded 0%. All papers and assignments must be original. This includes previously written papers by you our group work. No recycling!

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Full and detailed acknowledgement (e.g. notation, and/or bibliography) must be provided if contributions are drawn from literature in preparation of reports and assignments. Your written work must properly cite/ reference original work, author(s), etc. Citation and referencing must conform to either APA (American Psychological Association) or AMA (American Marketing Association) formats both in the body of your paper and any attached reference section.

Communication Medium Outside the Classroom:
The primary method of communication outside of our classroom time will be through the class electronic mail (e-mail) on CANVAS.

Incomplete (I) Grade Policy:
The applicable incomplete (I) grade policy in this course is the Florida Tech's incomplete (I) grade policy. Students are expected to become familiar with the university policy.

Student Preparation:
A major part of our learning will take place through discussion boards. As a **minimum**, all students are **expected** to have **read** and thought about the information provided in the assigned chapters **before** submitting discussion board assignments. This is a professional responsibility to yourself and your classmates.

Computing, Information Retrieval, Speaking and Writing Expectations
- **Computing**: Students will be expected to use computer technology in this course. Use of word-processing to compose and edit course papers, PowerPoint or HTML to make class presentations, and E-mail to communicate with other students and the instructor.
- **Information Retrieval**: Students are expected to have the ability to quickly and accurately locate information with the use of retrieval instruments such as WWW browsers, search engines, and CD-ROM library archives, etc.
- **Speaking**: Students will be expected throughout this course to express themselves orally. Each student will have an opportunity to make presentations in the course.
- **Writing**: Student will be expected to write their project reports in the APA format and style, using the guidelines of the American Psychological Association Manual, 5th edition.

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What is Title IX?
- Title IX of the Educational Amendments Act of 1972 is the federal law prohibiting discrimination based on sex under any education program and/or activity operated by an institution receiving and/or benefiting from federal financial assistance.
- Behaviors that can be considered "sexual discrimination" include sexual assault, sexual harassment, stalking, relationship abuse (dating violence and domestic violence), sexual misconduct, and gender discrimination. You are encouraged to report these behaviors.
- **Reporting**
- Florida Tech can better support students in trouble if we know about what is happening. Reporting also helps us to identify patterns that might arise – for example, if more than one complainant reports having been assaulted or harassed by the same individual.
- Florida Tech is committed to providing a safe and positive learning experience. To report a violation of sexual misconduct or gender discrimination, please contact the Title IX Coordinator at titleixcoordinator@fit.edu or 321-674-8700. *** Please note that as your professor, I am required to report any incidences to the Title IX Coordinator.**

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COURSE SCHEDULE

Spring 2019

January 11th Classes Begin

Date	Topic	Assignments Due
Week 1 **1/7 – 1/13**	o Organizational design and effectiveness o Define the organization o Learn about the historical perspectives of the organization o Organic vs. mechanistic organization designs	o Read chapter 1 o DB #1a – Introductions o DB #1b – Organizational Effectiveness o DB Question: A noted organization theorist once said, "Organizational effectiveness can be whatever top management defines it to be." Discuss.
Week 2 **1/14 – 1/20**	o Understanding strategy in the organization o Goal conflict o Porter's strategy model o Learn about the competing values model	o Read chapter 2 o DB #2 – Mission Statements o DB Question: Do you believe mission statements and official goal statements provide an organization with genuine legitimacy in the external environment? Discuss. Make sure to post an initial response and at least one response to a classmate to earn full credit.
Week 3 **1/21 – 1/27**	o Understanding the organizational structure o Horizontal and vertical networks o Functional Structure o Conditions for the Matrix Structure o Virtual Networks and Outsourcing	o Read chapter 3 o DB #3 – Brand Manager Position o DB Question: The manager of a consumer products firm said, "We use the brand manager position to train future executives." Why do you think the brand manager position is considered a good training ground? Discuss. Make sure to post an initial response and at least one response to a classmate to earn full credit. o Complete Case 1 (p. 130 of textbook - questions are below)

		o Submit research paper proposal
Week 4 **1/28 - 2/3**	o Structural weaknesses and deficiencies Organizational environment o Financial resources to the organization o Environmental uncertainty model	o Read chapter 4 o DB #4 – Environmental Forces o DB Question: What are some forces that influence environmental uncertainty? Which typically has the greatest impact on uncertainty—environmental complexity or environmental change? Why? Discuss. Make sure to post an initial response and at least one response to a classmate to earn full credit. o Complete Case 2 (p. 171 of textbook – questions are below)
Week 5 **2/4 – 2/10**	o Organizational ecosystem o The role of management o Establishing collaborative networks o Interorganizational relationships	o Read chapter 5 o DB #5 – Management o DB Question: How do you feel about the prospect of becoming a manager and having to manage a set of relationships with other companies rather than just managing your own company? Discuss. Make sure to post an initial response and at least one response to a classmate to earn full credit.
Week 6 **2/11 – 2/17**	o Global environment o Stages of international development o Structural designs in the global arena o Transnational model of organizing	o Read chapter 6 o DB #6 – International Expansion o DB Question: What are some of the primary reasons a company decides to expand internationally? Identify a company in the news that has recently built a new overseas facility. Which of the three motivations for global expansion described in the chapter do you think best explains the company's decision? Discuss. Make sure to post an initial response and at least one response to a classmate to earn full credit. o Peer-reviewed Journal Article Review #1

Week 7 2/18 – 2/24	o Evolution of IT applications o Technology o Impact of core technology on the organization o Service technology o 3 types of interdependence o Sociotechnical systems concept	o Read chapter 7 o DB #7 – New Technologies o DB Question: To what extent does the development of new technologies simplify and routinize the jobs of employees? Can you give an example? How can new technology lead to job enlargement? Discuss. Make sure to post an initial response and at least one response to a classmate to earn full credit.
Week 8 2/25 – 3/3	o Information Technology Evolution o Feedback Control Model o Big Data and Organization Structure o IT as a social network analysis (SNA)	o Read chapter 8 o DB #8 – Technology and Communication o DB Question: Do you think technology will eventually enable top managers to do their jobs with little face-to-face communication? Discuss. Make sure to post an initial response and at least one response to a classmate to earn full credit.
Spring Break No Classes March 4-8 - no class interaction required on CANVAS		
Week 9 3/11 – 3/17	o Organizational size benefits o Social business o Life cycle management o Model of decline	o Read chapter 9 o DB #9 – No Growth Philosophy o DB Question: Do you think a "no growth" philosophy of management should be taught in business schools? Discuss. Make sure to post an initial response and at least one response to a classmate to earn full credit.
Week 10 3/18 - 3/24	o Organizational culture – 4 types o Corporate Social Responsibility (CSR) o Ethics in the organization	o Read chapter 10 o DB #10 – Values and Leadership o DB Question: Why is values-based leadership so important to the influence of culture? Does a symbolic act communicate

		more about company values than an explicit statement? Discuss. Make sure to post an initial response and at least one response to a classmate to earn full credit.
Week 11 **3/25 – 3/31**	o Strategic change o Technology change o Dual-core approach o Resistance to change	o Read Chapter 11 o DB #11 – Change o DB Question: "Change requires more coordination than does the performance of normal organizational tasks. Any time you change something, you discover its connections to other parts of the organization, which have to be changed as well." Discuss whether you agree or disagree with this quote, and why. Make sure to post an initial response and at least one response to a classmate to earn full credit.
Week 12 **4/1 – 4/7**	o Decision making o Management science approach o Carnegie model o Decision making framework o Garbage can model	o Read chapter 12 o DB #12 – High-velocity Environments o DB Question: Why would managers in high-velocity environments worry more about the present than the future? Would an individual manager working in this type of environment be more likely to succeed with a rational approach or an intuitive approach? Discuss. Make sure to post an initial response and at least one response to a classmate to earn full credit. o Complete Case 3 (p. 505 of textbook – questions are below)
Week 13 **4/8 – 4/14**	o Conflict and Power o Political models of conflict o Power vs authority o Concept of empowerment	o Read chapter 13 o DB #13 – Power vs. Authority o DB Question: What is the difference between power and authority? Is it possible for a person to have formal authority but no real power? Discuss. Make sure to post an initial response and at least one response to a classmate to earn full credit.

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		o Peer-reviewed Journal Article Review #2
Week 14 **4/15 – 4/21**	o What have you learned? o What did you enjoy about the class? o Reflect of theories that you can apply in the workplace.	o DB #14 – Student Perspective o DB Question: What aspect of organization theory and design is of most interest to you? Why? What aspect of this course did you find most beneficial to your understanding of organization theory and design? Discuss. Make sure to post an initial response and at least one response to a classmate to earn full credit.
Week 15 **4/22 – 4/28**	o No class interaction required – work on research paper ***Final Research Paper – due no later than 11:59 p.m. ET Wednesday 4/24**	

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Case Analysis Questions

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Case 1 – Chapter 3: C&C Grocery Stores, Inc. (p.130)
Answer the following questions:

1. In general, how did C&C's first organizational structure contribute to the store managers' dissatisfaction?
2. What effect did it have for store meat and produce managers to report to district specialists?
3. What structural problems contributed to the chain being slow to adapt to change?
4. Why was cooperation within stores so poor?
5. How would the proposed reorganization address the problems addressed in each question above?
6. What disadvantages might emerge over time with the proposed reorganization?
7. Given the advantages and disadvantages of each of the two structures, which would you adopt, and why? (Remember that no structure has *only* advantages, so if your discussion begins to take on that tone, broaden the input for a more well-rounded approach.)

Case 2 – Chapter 4: The Paradoxical Twins: Acme and Omega Electronics (p.171)
Answer the following questions:

1. What are the goals at Acme? At Omega?
2. What impact do top managers have on these goals? Discuss.
3. Are these goals to be achieved with different strategies? Describe.
4. How can Acme's success be explained? Did Acme's goals seem more appropriate? Did stakeholder satisfaction play a role?
5. Overall, who was more effective, Acme or Omega? Explain.

Case 3 – Chapter 12: Guido. Guido. (p. 505)
Answer the following questions:

1. Identify the primary concerns Alyssa has with Guido as they relate to the business?
2. Choose one of the three solutions presented: (1) Discipline or Fire Guido, (2) Focus on Medici, or (3) Offer Guido a partnership. Identify the *type* of decision made, and explain your decision.
3. What role if any should intuition play in Alyssa's decision making?
4. Briefly discuss one model from chapter 12 in relation to this case.