HTM*6590 Organizational Theory & Design
Course Outline

Fall 2014
Cohort: 2013
MBA Graduate Program

Instructor Contact
Instructor Name: Michael Cox, PhD
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Program Contact
Name: Charles Evans, Assistant Dean and Executive Director College of Business and Economics
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Office Hours: By appointment

Course Information
Course Title: Organizational Theory & Design
Pre-Requisites: None
Co-Requisites: None
Restriction(s): CME Executive Programs students only
Credits: 0.50
Course Website (If applicable): OpenOnline - University of Guelph
Method of Delivery: Distance Education, Fully Online
Calendar Description

Core concepts in organizational theory and their inter-relationships as well as concepts such as group decision-making and intragroup and intergroup dynamics are explored.

Detailed Course Description

Organizational 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 with both risk and opportunities to influence organizational change to effectively meet the challenges of a changing business world for organizational competitive advantage.

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

Course topics

<table>
<thead>
<tr>
<th>Units</th>
<th>Topics</th>
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<tbody>
<tr>
<td>Unit 1</td>
<td>Organizational Theory</td>
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<td>Unit 2</td>
<td>Organizational Strategy</td>
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<td>Unit 3</td>
<td>Organizational Structure</td>
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<td>Unit 4</td>
<td>Inter-Organizational Relationships</td>
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<td>Unit 5</td>
<td>Designing Organizations</td>
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<td>Unit 6</td>
<td>Organizational Change</td>
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<td>Unit 7</td>
<td>Organizational Culture</td>
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<td>Unit 8</td>
<td>Organizational Conflict</td>
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Learning Objectives

Course Objectives

- Demonstrate an understanding of the study of organizations within a wider societal context to analyze the business, social and environmental implications of leading and managing effective organizations.

- Describe the nature, theory and complexities of organizations and discuss the different elements of organizational structure, processes and design.

- Apply organization theory to problems identified in organizations and recognize issues of leading and managing in the internal and external environment, and discuss organizational strategies for business sustainability and value creation.

- Integrate prior work experience to leverage theory and practice.

- Describe external stressors impacting organizational design.

- Develop perspective on organization design in diverse contexts.

- Develop strategic decision-making techniques for organizational success.

- Apply strategic thinking in developing organizational capability.

- Research, analyze and develop recommendations for organizational development.

About Your Instructor

Welcome to the course. It’s a pleasure to be working together.

Here’s a brief overview of my relevant academic and business expertise.

I have played a leadership role in the development of graduate programs as a former Director, Centre for Studies in Leadership and currently as Associate Professor Emeritus in Leadership and Strategy at the University of Guelph. My thirty plus years experience in teaching and development of leadership, management and strategy is in diverse organizational contexts. This includes experience in the military, government, business, hospitality, service and academic organizations. International work experience includes: Australia, China, Middle East, and Europe. I have worked with graduate students in the hospitality, food, health, finance, defence, police, public and private sectors. My PhD is in International Management with a focus on strategy, leadership and organizational capability to build competitiveness. I have conducted extensive field research with leading practitioners and authored three books on the topic of leadership in organizations. My goal is to work with you as a mentor in an important course that integrates theory and practice to help you succeed.
Welcome to the course.

My e-mail is: mcox@uoguelph.ca

During the course please use **Main Class Discussion** on the course website for initial contact.

**Course Philosophy and Approach**

My goal is to create an interactive applied learning environment through the use of course material, case studies, assignments and discussions where students can interact with the instructor, each other, and discuss course material to explore issues. This is intended to facilitate 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 applied 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.

**Method of Learning**

This course requires your participation in assigned readings from the textbook and course reader. 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 Units.

You will be required to share your ideas, observations and responses to unit questions and comments in Discussions 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. The following is a list of discussions that you can access via the **Discussions** link on the course website:

- **Main Class Discussion**: Post comments, insights and questions pertaining to the course content readings to other students. Share what you are learning and contribute to others’ learning in this Discussion area. The Instructor will monitor this area. However, the instructor may only reply when deemed necessary.

- **Assignments Discussion**: Please post any assignment related questions there.
**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 develop a contract for this at the outset of the group work. 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.
Learning Resources

*Required Textbooks (Provided):

Title: Organizational Theory and Design
Author(s): Richard L. Daft & Ann Armstrong
Publisher: Nelson Education.
ISBN-10: 0-17-650368-4

Title: Images of Organizations
Author: Morgan, G.
Publisher: Sage Publications, Thousand Oaks

Course Reader

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

Text Companion Website and Supplementary Materials:

The companion website at www.orgtheory2e.nelson.com contains material to support the text.

Materials Provided:

*Required textbooks will be shipped to registered students in advance of the course start date.
Schedule: Week 1

Unit 01: Organizational Theory

Required Reading: Texts

- Review Unit 01 on the course website.
- Daft. Chapter 1: Organizations and Organizational Theory
- Morgan. Chapters 1. Introduction to Images of Organization
- Course Reader. Unit 1 Readings

Assignments

- Begin to think about and make daily notes for your Individual Reflective Case Learning Journal – start now!
Schedule: Week 2

Unit 02: Organizational Strategy

Required Reading: Text

- Review Unit 02 on the course website.
- Daft. Chapter 2: Strategy, Org Design and Effectiveness
- Course Reader. Unit 2 Readings

Assignments

- Submit Individual Reflective Case Learning Journal 1: Tim Horton’s
Schedule: Week 3

Unit 03: Organizational Structure

Required Reading:

- Review Unit 03 on the course website.
- Daft. Chapter 3: Fundamentals of Organizational Structure
- Daft. Chapter 4: The External Environment
- Morgan. Chapters 3. Organizations as Organisms
- Morgan. Chapter 10. The Challenge of Metaphor
- Course Reader. Unit 3 Readings

Assignments

- Continue to think about and make daily notes for your Individual Reflective Case Learning Journal
Schedule: Week 4

Unit 04: Inter-Organizational Relationships

Required Reading:  Texts

- Review Unit 04 on the course website.
- Daft. Chapter 4: The External Environment
- Daft. Chapter 5: Inter-organizational Relationships
- Morgan. Chapters 8. Unfolding Logics of Change
- Course Reader. Unit 4 Readings

Assignments

- Submit Individual Reflective Case Learning Journal 2: Whole Foods
Schedule: Week 5

Unit 05: Designing Organizations

Required Reading: Texts

- Review Unit 05 on the course website.
- Daft. Chapter 6: Designing Organizations
- Daft. Chapter 7: Manufacturing and Service Technologies
- Morgan. Chapters 9. The Ugly Face of Organizations
- Course Reader. Unit 5 Readings

Assignments

- Submit Group Case Analysis Report: TML Food Inc.
Schedule: Week 6

Unit 06: Organizational Change and Control

Required Reading: Texts

- Review Unit 06 on the course website.
- Daft. Chapter 8: Information Technology and Control
- Daft. Chapter 9: Organization Size, Life Cycle and Decline
- Daft. Chapter 12 Decision-making Processes
- Morgan. Chapters 4. Learning and Self-Organization
- Course Reader. Unit 06 Readings

Assignments

- Submit Individual Reflective Case Learning Journal 3: Nestle-Rowntree
Schedule: Week 7

Unit 07: Organizational Culture and Values

Required Reading: Texts

- Review Unit 07 on the course website.
- Daft. Chapter 10: Organizational Culture & Ethical Values
- Daft. Chapter 11: Innovation and Change
- Morgan. Chapters 5. Organizations as Cultures
- Course Reader. Unit 7 Readings

Assignments

- Submit Paired Case: Maple Leaf Crisis Context
Schedule: Week 8

Unit 08: Conflict, Power and Politics of Organization

Required Reading: Texts

- Review Unit 08 on the course website.
- Daft. Chapter 12: Decision-Making Processes
- Daft. Chapter 13: Conflict, Power and Politics
- Morgan. Chapters 5. Organizations as Political Systems
- Course Reader. Unit 8 Readings

Assignments

- To be announced
### Course Evaluation

<table>
<thead>
<tr>
<th>Assignments*</th>
<th>Value</th>
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<tbody>
<tr>
<td>1. Individual Reflective Case Learning Journal 1: Tim Horton’s</td>
<td>10%</td>
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<tr>
<td>2. Individual Reflective Case Learning Journal 2: Whole Foods</td>
<td>10%</td>
</tr>
<tr>
<td>3. Individual Reflective Case Learning Journal 3: Nestle-Rowntree</td>
<td>15%</td>
</tr>
<tr>
<td>4. Group Case Analysis Report: TML Foods Inc.</td>
<td>30%</td>
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<tr>
<td>The group acts as external consultants tasked to assess and make recommendations to the Board. This case requires strategic analysis of: Leadership, Strategy and Organizational Capability to sustain and grow in a specific industry and market.</td>
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<tr>
<td>5. Paired Case: Maple Leaf Crisis Context</td>
<td>35%</td>
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<tr>
<td>The paired case requires independent research to conduct a post-crisis strategic analysis of: Leadership, Corporate Social Responsibility and Organizational Capacity to learn from a crisis to rebuild a better organization, reputation and share value.</td>
<td></td>
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<tr>
<td>Total</td>
<td>100%</td>
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* Note:
- All assignments are due Sundays 11:59 p.m. Eastern Time.
- The schedule of learning activities may require modification from time to time. Any changes will be announced on the course website.

Please refer to the **Schedule** located at the top of the course Navbar for due dates.

For more information about each assignment, please click on the **Assignments** link located at the top of the course Navbar on the course website.

**Submitting Written Assignments**

Submit your assignments in a Word format using the **Dropbox** link located at the top of the course Navbar on the course website.

- Your assignments must be typewritten, double spaced, and no less than 12 font
- Page 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

In an MBA course it is expected that assignments will be completed and submitted on time. 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.
Technical Requirements

Students are responsible for ensuring that their computer system meets the necessary specific technical requirements of their program.

Technical Support

If you need any assistance with the software tools or the website, contact the Open Learning and Educational Support (OpenEd) Help Desk.

Open Learning and Educational Support

University of Guelph

Day Hall, Room 211

Email: help@OpenEd.uoguelph.ca

Tel: 519-824-4120 ext. 56939

Toll-Free (CAN/USA): 1-866-275-1478

Hours of Operations:

Monday - Friday: 8:30am – 8:30pm Eastern Time

Saturday: 10:00am – 4:00pm Eastern Time

Sunday: 12:00pm - Midnight
Policies and Regulations

E-mail Communication

As per university regulations, all students are required to check their <uoguelph.ca> e-mail account regularly: e-mail is the official route of communication between the University and its students.

When You Cannot Meet a Course Requirement

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor (or designated person, such as a teaching assistant) in writing, with your name, id#, and e-mail contact.

See the Graduate Calendar for information on regulations and procedures for Academic Consideration.

Drop Date

Refer to the Graduate Calendar for the Schedule of Dates.

Copies of Out-of-Class Assignments

Keep paper and/or other reliable back-up copies of all out-of-class assignments: you may be asked to resubmit work at any time.

Accessibility

The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community’s shared commitment to an open and supportive learning environment. Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact the Centre for Students with Disabilities as soon as possible.

For more information, contact CSD at 519-824-4120 ext. 56208 or email csd@uoguelph.ca or see the CSD website.

Academic Misconduct

The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of 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. University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the
responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection.

The Academic Misconduct Policy is detailed in the Graduate Calendar.

Copyright

All content within this course is copyright protected. Third party copyrighted materials (such as book chapters and articles) have either been licensed for use in this course, or have been copied under an exception or limitation in Canadian Copyright law.

The fair dealing exemption in Canada’s Copyright Act permits students to reproduce short excerpts from copyright-protected materials for purposes such as research, education, private study, criticism and review, with proper attribution. Any other copying, communicating, or distribution of any content provided in this course, except as permitted by law, may be an infringement of copyright if done without proper license or the consent of the copyright owner. Examples of infringing uses of copyrighted works would include uploading materials to a commercial third party web site, or making paper or electronic reproductions of all, or a substantial part, of works such as textbooks for commercial purposes.

Students who upload to CourseLink copyrighted materials such as book chapters, journal articles, or materials taken from the Internet, must ensure that they comply with Canadian Copyright law or with the terms of the University’s electronic resource licenses.

For more information about students’ rights and obligations with respect to copyrighted works, see Fair Dealing Guidance for Students.

Grades

The assignment of grades at the University of Guelph is based on clearly defined standards, which are published in the Graduate Calendar for the benefit of faculty and students.

Grades Schedule

In courses, which comprise a part of the student's program, standings will be reported according to the following schedule of grades:

- A+ 90-100%
- A 85-89
- A- 80-84
- B+ 77-79
The minimum passing grade is 65%.

The Grades Schedule can be referenced in the Graduate Calendar.

**Grade Interpretation**

The definitions for each of the numerical grade range (letter grades) is as follows:

90-100 (A+) **Outstanding.** The student demonstrated a mastery of the course material at a level of performance exceeding that of most scholarship students and warranting consideration for a graduation award.

80-89 (A- to A) **Very Good to Excellent.** The student demonstrated a very good understanding of the material at a level of performance warranting scholarship consideration.

70-79 (B) **Acceptable to Good.** The student demonstrated an adequate to good understanding of the course material at a level of performance sufficient to complete the program of study.

65-69 (C) **Minimally Acceptable.** The student demonstrated an understanding of the material sufficient to pass the course but at a level of performance lower than expected from continuing graduate students.

0-64 (F) **Fail.** An inadequate performance.

Further information on **Grade Interpretation** is outlined in the Graduate Calendar.

**Graduate Student Responsibilities**

From the choice of Advisor, choice of research project and through to degree completion, graduate students must recognize that they carry the primary responsibility for their success. The responsibilities assigned to Advisors, Advisory Committees and Departments provide the framework within which students can achieve success. Students should take full advantage of the knowledge and advice that the Advisor and Advisory Committee have to offer and make the effort to keep the lines of communication open. The **Graduate Student Responsibilities** are located in the Graduate Calendar.
General Regulations

Graduates students are expected to be familiar with the General Regulations in the Graduate Calendar, including those related to university-wide policies on admission, registration, graduation, theses, fees and other subjects of importance to graduate students.

Plagiarism Detection Software

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.

Recording of Materials

Presentations which are made in relation to course work—including lectures—cannot be recorded or copied without the permission of the presenter, whether the instructor, a classmate or guest lecturer. Material recorded with permission is restricted to use for that course unless further permission is granted.

Religious Holidays

Should a student need to miss scheduled tests, mid-term examinations, final examinations, or requirements to attend classes and participate in laboratories for religious reasons, please advise the instructor within two weeks of the distribution of this course outline so that alternate arrangements can be made.

Acceptable Use

The University of Guelph has an Acceptable Use Policy, which you are expected to adhere to.

Resources

The Graduate Calendar is the source of information about the University of Guelph’s procedures, policies and regulations that apply to graduate programs.