General Course Information

Instructor: Dr. Rumina Dhalla, MBA, PhD  
Email: rdhalla@uoguelph.ca  
Office Location: 2nd Floor MacDonald Hall  
Office Hours: Appointment only  
Department/School: Department of Management

Class Schedule: Mondays, 8:30 a.m. – 11:20 a.m.  
MACS Room 325

Course Description

This doctoral seminar introduces students to a variety of leading paradigms and current topics in management and organizations studies. The objective of this course is to explore foundational and emerging areas of inquiry that are influential in the realm of management theory and practice. This course has been designed to help doctoral students develop scholarly skills required to evaluate and discuss research. You must be able to not only understand the arguments and conversations presented by the management and organization theorists but also be able to discuss and extend them.

Class discussions will focus on the strengths, weaknesses and contributions of leading-edge theories and topics; and students are encouraged to think creatively about future directions that various topics and theories might take to advance the field's understanding of organization and management research and practice.

Course Learning Outcomes

At the successful completion of the course, it is expected that students will:
1. be familiar with important sources and references on prevailing issues in organization and management theory;
2. demonstrate familiarity with key relevant theories and develop an awareness of the relevance of these concepts to research and practice
3. have a better understanding of the process of writing theoretical articles;
4. develop the ability to evaluate critically the contributions of various research streams to the field of organization theory; and
5. refine and practice oral presentation and discussion leadership skills
Course Resources

Required Texts:

Recommended Course Text

Readings
All required readings will be available on the University of Guelph Course e-Reserves or University of Guelph library. In addition, both the required and the recommended course texts have been placed on reserve at the University of Guelph library.

Supplementary Readings and Textbooks

Supplementary Readings

You will be provided with a list of supplementary readings for each topic covered in the course. You will not be expected to have read these for class. Additional suggested readings will also be posted on the course website for those students wanting more information on a particular topic or theory.

In addition, the following supplementary textbooks are suggested for your use in the future.


# COURSE SCHEDULE

## Week 1 (September 12th): Introduction

### Introduction

- (1) Course overview
- (2) Expectations for upcoming seminars
- (3) Course Assignments
- (4) Introduction to journals and conferences
- (5) Research interest
- (6) Writing papers

### Readings

Scott and Davis, Chapters 1, 2 and 3


## Week 2 (September 19th): Structural Contingency Approach

### Readings

Scott and Davis, Chapters 4 and 5


Week 3 (September 26th): Resource Dependence Theory

Readings

Scott and Davis, Chapter 9, pages 233-244


Week 4 (October 3rd): Institutional Theory

Readings


Week 5 (October 17th) Transaction Cost Theory

Readings
Scott and Davis, Chapter 9, pages 220-233


Week 6 (October 24th): Agency Theory

Readings


Week 7 (October 31st): Identity, Identification, Reputation

Readings


**Week 8 (November 7th): No in-class session - Independent Work**

Work on your Draft Paper

**Week 9 (November 14th): Stakeholder Management**


**Week 10 (November 21st): Decision-Making**


**Week 11 (November 28th): Presentation and Wrap-up**

Presentations of Papers

**Week 12 (December 2nd): No in-class session - Independent Work**
Work on your final paper

Please note: The schedule and syllabus may require modification from time to time. Students are responsible for staying informed about any and all changes. Any changes will be announced in class and/or posted on CourseLink.

Course Assessment

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Weight</th>
<th>Description</th>
<th>Associated Learning Outcomes</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical Synthesis Papers</td>
<td>15%</td>
<td>Critical Synthesis of Assigned Readings (3 x 5%) (2-3 pages)</td>
<td>1, 2, 3</td>
<td>Week 4, 6 and 8</td>
</tr>
<tr>
<td>Draft Paper</td>
<td>Not Graded</td>
<td>Submit your draft paper for feedback</td>
<td>1, 2, 3, 4</td>
<td>Week 9</td>
</tr>
<tr>
<td>Peer Review of Paper</td>
<td>5%</td>
<td>Feedback to Peer on their paper draft (3 pages)</td>
<td>2, 3, 4</td>
<td>Week 11</td>
</tr>
<tr>
<td>Classroom Discussion Leadership</td>
<td>30%</td>
<td>You will be assigned maximum of two classes to lead (2 x 15%)</td>
<td>2, 4, 5</td>
<td>To be determined</td>
</tr>
<tr>
<td>Presentation of Final Paper</td>
<td>10%</td>
<td>Conference Style Presentation</td>
<td>1, 2, 4, 5</td>
<td>Week 11</td>
</tr>
<tr>
<td>Final Paper</td>
<td>40%</td>
<td>Theoretical Paper</td>
<td>1, 2, 3, 4</td>
<td>December 12</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

Teaching and Learning Practices

This course is an advanced doctoral seminar based on readings and class discussions and presentations. Students will be expected to participate actively in the seminar. Our weekly meetings (class time) will involve the presentations of weekly topic and discussion of the readings and the topic. **Students are expected to have done their readings before class and prepared to discuss them in class and on course website.**

Classroom Discussion Leadership

(2 x 15% - schedule to be determined)

You will be assigned maximum of two classes to lead. It will be your responsibility to present the topics and lead the classroom discussion on the topic and readings.

Critical Synthesis Papers:
The critical synthesis papers will consist of a reflection across all of the readings assigned for a particular week, drawing connections and making distinctions between these readings and reflecting on their significance to the field of management theory and practice. Each submission should be limited to 4-5 double-spaced pages. These reviews are not merely a summary of the article – additional information will be provided in class.

**Draft Paper Submission (Due Week 9)**

*(Not graded)*

Submit two copies of your paper; one for the instructor and one with all identifying information removed for blind peer review.

**Blind Peer Manuscript Review**

*(5% - up to 5 double spaced pages. Due Week11)*

Each student is responsible for providing the quality review of a term paper submitted to the blind review process. Each review is limited to five double-spaced pages. Resources for writing a good manuscript review will be posted on the Course Website.

**Final Paper**

**Presentation – 10% (due Week 11)**

**Paper – 40% (due December 12, 2016)**

Students will advise me verbally or in writing of their proposed paper topic and the journal to which the paper is potentially targeted by the seventh week of class. You will submit a draft of this paper on Week 9. In week 11, students will make a presentation of the rough draft of their paper for the course. The presentation style will follow a conference presentation format to permit feedback on how to present at academic conferences. You will revise the paper based on feedback you receive from the blind review process, the presentation and the instructor. The completed paper is due December 12th, and should be in a “journal-ready” format.

**Course Policies**

**Grading Policies**

All assignments will be submitted to the instructor via email before start of class on the week indicated. Failure to submit a graded item by the due date, without prior approval will result in a grade of zero.

It is your responsibility to submit the assignment on time as specified on the Course Assessment. Please review the following expectations carefully prior to submission and ensure your assignments meet them:
Course Policy regarding dissemination of course material

All course material and comments made in class or on online discussions in this course are confidential, and are available for the express benefit solely of the students enrolled in the MGMT6820 Fall 2016 PhD Management Program at the University of Guelph. Transmission of material to anyone not currently enrolled in the course is prohibited, both during the course and once the course has been completed. This includes broadcasting, summarizing, elaborating, condensing, or otherwise disseminating any of the material or postings made throughout the duration of the course to anyone not currently enrolled in the course. Allowing people other than those currently enrolled in the program to access the course website to view material or postings is similarly not permitted.

University Policies

Academic Consideration

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor in writing, with your name, id#, and e-mail contact. See the academic calendar for information on regulations and procedures for Academic Consideration:

https://www.uoguelph.ca/registrar/calendars/graduate/current/genreg/sec_d0e2232.shtml

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. Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The Academic Misconduct Policy is detailed in the Graduate Calendar:

https://www.uoguelph.ca/registrar/calendars/graduate/current/genreg/sec_d0e2709.shtml
**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 Student Accessibility Services as soon as possible.

For more information, contact SAS (formerly CSD) at 519-824-4120 ext. 56208 or email csd@uoguelph.ca or see the website: [http://www.uoguelph.ca/csd/](http://www.uoguelph.ca/csd/)

**Course Evaluation Information**

Please refer to the [Course and Instructor Evaluation Website](http://www.uoguelph.ca/csd/).

**Drop date**

The last date to drop one-semester courses, without academic penalty, is available in the Graduate Calendar [Schedule of Dates](http://www.uoguelph.ca/csd/).

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1 I would like to acknowledge and express gratitude to Dr. Christine Oliver, Professor and Henry J. Knowles Chair of Organizational Strategy, Associate Dean Research, Schulich School of Business, York University for generously sharing her knowledge, resources and expertise. Her assistance greatly benefitted the development and design of this course.