MANAGEMENT 4860-001 – ORGANIZATIONAL DESIGN AND CHANGE (Hybrid)

University of North Texas - G. Brint Ryan College of Business
Fall 2026

Instructor: Ken Meyers – Department of Management
Email: Kenneth.Meyers@unt.edu, **Please add MGMT 4860 (Hybrid) in the subject line.**
Office Hours: Thursdays from 9 am – 11 am, BLB 325 C

Please contact me directly through Canvas messaging. I check messages on a regular basis, Monday through Friday, and typically respond within 24 hours or less. However, there may be times when it takes longer to respond, particularly on holidays and weekends.

I will share quick news, course updates, reminders, module highlights, and assignment debriefs with the class using the Announcements tab in Canvas. **Please check this section at least twice a week.** I will share other pertinent information about jobs and university events via Canvas messaging. **If you need assistance, please do not hesitate to contact me.**

COURSE DESCRIPTION

Organizational Design and Change focuses on organizational design as a primary management tool and examines how organizations structure work, allocate authority, and manage change in response to internal and external pressures. The course focuses on the principles of organizational design and the strategies leaders use to plan, implement, and sustain change initiatives in dynamic business environments.

Students will explore how organizational structures, processes, culture, and leadership practices influence organizational effectiveness and change outcomes. Topics include organizational structure, work design, environmental alignment, organizational culture, ethical considerations, and frameworks for leading change. Emphasis is placed on understanding change from multiple perspectives, including executive leadership, managers responsible for implementation, and employees affected by organizational decisions.

Through applied assignments, case studies, and team-based projects, students will analyze real-world organizational challenges and develop practical recommendations that integrate organizational design and change management concepts. The course emphasizes critical thinking, professional judgment, and the ability to translate theory into actionable solutions.

This course emphasizes integration, application, and judgment rather than introducing entirely new management concepts. Students should expect to revisit familiar ideas and apply them in more complex, ambiguous, and real-world contexts.

This course is intentionally designed to emphasize application, integration, and professional judgment rather than efficiency or memorization alone. Organizational design and change work in real organizations is often ambiguous, iterative, and imperfect, and the structure of this course reflects those realities. While not every assignment may feel immediately efficient, each is designed to help you develop the analytical thinking, decision-making judgment, and tolerance for ambiguity required of leaders managing change in complex environments.

Catalog Description

The course focuses on developing an understanding of the basics of organizational design, how to utilize organizational design principles to manage change, and how to keep the design aligned with the needs of the firm and the demands to which it must respond.

COURSE STRUCTURE

This course is delivered in a hybrid format, with one required in-person class meeting each week on Thursdays on the Denton campus. Because much of the learning happens through discussion and application, attendance and participation are graded components of the course.

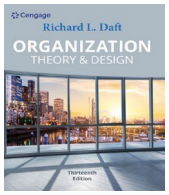
In-class discussions are actively facilitated to ensure focus, balanced participation, and synthesis of key takeaways.

LEARNING OBJECTIVES

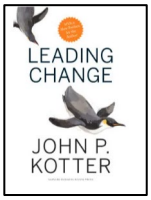
Upon completion of this course, students will be able to:

1. Analyze change management strategies for implementing change within organizations.
2. Determine the types of goals organizations pursue.
3. Recognize techniques for overcoming resistance to change.
4. Identify frameworks for assessing environments and how organizations respond to them.
5. Explain how managers shape organizational culture and ethical values.
6. Examine how managers design the organization for the international and uncertain environment.

REQUIRED TEXTBOOKS
(Purchase/Rent at the UNT Bookstore)



Organization Theory & Design, 13th edition, by Richard Daft, ISBN 9780357702390 (e-book) or 9780357445143.



Leading Change (2012) by John P. Kotter, ISBN 978-1-4221-8643-5.

INSTRUCTOR BIO

Before joining the faculty at the University of North Texas, I spent over 25 years as a Senior Human Resources Leader and Executive Coach, working across multiple industries, global organizations, and Fortune 500 companies. My background includes strategic HR management, organizational change, leadership development, and coaching professionals through complex transitions. I hold a Master of Science in Leadership and Organizational Development, a SHRM-SCP (Senior Certified Professional) designation, and a Graduate Certificate in Executive Coaching.

I'm here to support you throughout the course and bring a practical, real-world perspective to the theories of organizational design and change management. My goal is to help you connect course concepts to real-world business scenarios, so you're not just learning the material—you're seeing how it applies in organizations of all sizes.

I'll post weekly announcements to keep you on track.

SERIOUS OR EXTENDED CIRCUMSTANCES

In situations involving serious or extended circumstances that may significantly impact a student's ability to meet course requirements (for example, hospitalization, serious illness, or other documented emergencies), students are encouraged to contact the **Dean of Students Office** as soon as possible.

The Dean of Students Office can provide appropriate documentation and guidance to both the student and instructor regarding academic accommodations or notifications. Instructor consideration of such circumstances will be based on **official communication from the Dean of Students Office** and applicable university policies.

This process helps ensure consistency, fairness, and appropriate support while maintaining the academic standards of the course.

PROFESSIONAL COMMUNICATIONS EXPECTATIONS

This course requires regular written and online communication. Students are expected to communicate with the instructor and classmates in a **respectful, professional manner** consistent with college-level and early-career expectations.

All course communication, including email and discussion posts, should be clear, concise, and professional in tone. Students should use appropriate language, correct spelling and grammar, and avoid slang, texting abbreviations, excessive capitalization, or informal shortcuts that may be misinterpreted.

Students are expected to address the instructor using an appropriate professional title unless otherwise indicated. Care should be taken when using humor or sarcasm, as tone is easily lost in written communication.

Students should exercise discretion when sharing personal information and should not send confidential or sensitive information through email or discussion boards.

EagleConnect Accounts

Students' access point for business and academic services at UNT is located at: my.unt.edu. All official communication from the University will be delivered to a student's Eagle Connect account. For more information, please visit the website that explains Eagle Connect and how to forward email: http://eagleconnect.unt.edu/

GENERATIVE ARTIFICIAL INTELLIGENCE (GENAI)

GenAI tools are **allowed in this course unless otherwise specified** for a particular assignment. When permitted, GenAI may be used for support tasks such as brainstorming, outlining, and improving clarity or grammar. These tools are intended to support your work, not replace your thinking, analysis, or writing.

GenAI may not be used to generate work you submit as your own or on assignments where GenAI is explicitly not allowed. Substituting your own reasoning or writing with AI-generated content violates the learning objectives of this course and the UNT Honor Code. **Failure to comply may result in academic integrity violations**.

When GenAI is used, a brief disclosure describing how it was used is required. For example, *"GenAI was used to brainstorm ideas and revise sentence clarity. All analysis and final wording are my own."*

Students are responsible for verifying the accuracy of all GenAI-supported content.

Additional guidance, examples, and assignment-level expectations are provided in the GenAI Canvas module.

COURSE ASSIGNMENTS AND GRADING

Performance Evaluation – MGMT 4860	Max Points Possible
Exams (2 @ 100 points each)	200
Weekly Chapter/Lecture Quizzes (13 @ 10 points each)	140
Team Case Study Analysis (75 points) & Presentation (25 points)	100
Individual Case Study Analysis	75
Attendance and Participation	75
Discussion Board Participation (2 @ 25 points each)	50
Academic Integrity Quiz	10
Total Points	**640**

A = 576 - 640 points
B = 512 - 575 points
C = 448 - 511points
D =384 - 447 points
F = 0 - 383

GRADING AND ASSESSMENT POLICIES

Grading Philosophy

This is a senior-level course and grading reflects professional and academic standards consistent with upper-division coursework. Written assignments and projects are evaluated using detailed rubrics that emphasize clarity of thinking, application of course frameworks, and quality of analysis. Feedback is intended to be developmental and to help strengthen your professional judgment, not simply to justify a grade. Students are strongly encouraged to review rubrics carefully before submitting work and to use feedback early to improve future performance.

Grades in this course are based solely on required assignments and assessments designed to evaluate mastery of the course objectives. The course is intentionally structured to provide multiple opportunities throughout the semester for students to demonstrate learning and apply concepts in a strategic, professional context. **Extra credit opportunities are not offered.**

Final grades are calculated based on the total points earned across all required course components.

This senior-level course reflects the academic and professional standards expected within the Department of Management. Students are expected to engage consistently, prepare thoroughly, and demonstrate a strong understanding of course material through the quality of their work.

Deadlines are posted at the beginning of the semester. Students are expected to plan accordingly and submit all work by the stated deadlines. Missed or late assignments, quizzes, or assessments are not typically eligible for make-up. In **rare circumstances**, documented issues beyond a student's control may be considered in accordance with the course technology and submission policies. Failure to submit required work by the deadline without appropriate documentation will result in a grade of zero.

Grades may be adjusted at the end of the semester based on an overall review of course performance and assessment outcomes to ensure fairness and consistency. **Arithmetic rounding of individual grades is not applied.**

Students are required to log in to Canvas regularly to review announcements, access grading rubrics, view grades, and complete assignments. For due dates and exam times, please refer to the Course Schedule included at the end of this syllabus.

In the event of any inconsistency between dates listed in the syllabus and those posted in Canvas, **the dates posted in Canvas will prevail**, as Canvas serves as the official and most current source of course information.

Click here for the **Final Exam Schedule**

COURSE SCHEDULE

The schedule is subject to change at the instructor's discretion. Students will be notified of changes. **Dates listed in Canvas are authoritative and supersede this schedule if updates are required.**

Week & Class Date	Topic(s)	Reading/Assignment
1 8/20	1) Introduction & Syllabus Overview 2) Organizations and Organization Design 3) Transforming Organizations & Successful Change	1) Read the syllabus (under Course Overview) and purchase the required materials. 2) Review the Getting Started module in Canvas. 3) Read a) Textbook, Ch 1, and review the corresponding Canvas module, which includes required readings and videos. b) Leading Change Book, Ch 1 - 2 4) Due by 11:59 PM, Sunday, August 23rd: a) Academic Integrity Quiz b) Week 1 Quiz 5) Take the practice quiz to ensure your computer is set up correctly for the Respondus Lockdown Browser. **Note: All exams will require this browser.**
2 8/27	1) Strategy, Org Design & Effectiveness 2) Change Management: Establishing a Sense of Urgency & Creating the Guiding Coalition	1) Read a) Textbook, Ch 2 and review Week 2 Canvas Module b) Leading Change Book, Ch 3 – 4 2) Due by 11:59 PM, Sunday, August 30th: Week 2 Quiz
3 9/3	1) Fundamentals of Org Structure 2) Change Management: Developing a Vision and Strategy & Communicating the Change Vision	1) Read a) Textbook, Ch 3 and review Week 3 Canvas Module b) Leading Change Book, Ch 5 – 6 2) Due by 11:59 PM, Sunday, September 6th: Week 3 Quiz
4 9/10	1) The External Environment 2) Change Management: Empowering Employees for Action & Generating Short-Term Wins	1) Read a) Textbook, Ch 4 and review Week 4 Canvas Module b) Leading Change Book, Ch 7 – 8 2) Due by 11:59 PM, Sunday, September 13th: a) Week 4 Quiz b) Individual Case Study

Week & Class Date	Topic(s)	Reading/Assignment
5 9/17	Change Management: Consolidating Gains & Anchoring New Approaches in the Culture	1) Read Leading Change Book, Ch 9 – 12, and review Week 5 Canvas Module 2) Due by 11:59 PM, Sunday, September 20th: Week 5 Quiz
6 9/24	Designs for Societal Impact: Dual-Purpose Orgs, Corporate Sustainability, and Ethics	1) Read Textbook Ch 7 and review Week 6 Canvas Module 2) Due by 11:59 PM, Wednesday, September 23rd: Discussion Board #1, Reply to Topic 3) Due by 11:59 PM, Sunday, September 27th: a) Discussion Board #1, Two Replies b) Week 6 Quiz
7 10/1	**Exam 1 (Weeks 1 – 7), in-person: BLB 005.** Requires Respondus Lockdown Browser Designs for Manufacturing and Service Technologies	1) Read Textbook Ch 8 and review Week 7 Canvas Module 2) Watch Recorded Lecture, Textbook Ch 7
8 10/8	Designs for Digital Organizations and Big Data Analytics	1) Read Textbook Ch 9 and review Week 8 Canvas Module 2) Due by 11:59 PM, Sunday, October 11th: Week 8 Quiz
9 10/15	Organization Size, Life Cycle, and Decline	1) Read Textbook Ch 10 and review Week 9 Canvas Module 2) Due by 11:59 PM, Sunday, October 18th: Week 9 Quiz
10 10/22	Organization Culture and Control	1) Read Textbook Ch 11 and review Week 10 Canvas Module 2) Due by 11:59 PM, Wednesday, the 21st: Discussion Board #2, Reply to Topic 3) Due by 11:59 PM, Sunday, October 25th: a. Discussion Board #2, Two Replies b. Week 10 Quiz
11 10/29	Innovation & Change	1) Read Textbook Ch 12 and review Week 11 Canvas Module 2) Due by 11:59 PM, Sunday, November 1st: Week 11 Quiz

Week & Class Date	Topic(s)	Reading/Assignment
12 11/5	Decision-Making Processes	1) Read Textbook Ch 13 and review Week 12 Canvas Module 2) Due by 11:59 PM, Sunday, November 8th: Week 12 Quiz
13 **11/12**	Team Case Study In-Class Presentation Conflict, Power, Politics	1) Read Textbook Ch 14 and review Week 13 Canvas Module 2) Watch Recorded Lecture, Textbook Ch 14 3) Due by 11:59 PM, Sunday, November 15th: Week 13 Quiz
14 **11/19**	Bringing it All Together: Lessons from the Field	1) Due by 6:00 PM, Monday, November 19th: Team Case Study Peer Evaluations 2) Due by 11:59 PM, Sunday, November 22nd: Week 14 Quiz
THANKSGIVING BREAK		
15 **12/3**	Your Next Chapter: Becoming a Change Agent	TBD
16 12/8	Exam 2, in-person, BLB 005, ***TUESDAY,*** December 8th **Requires Respondus Lockdown Browser.**	

PLEASE NOTE: Requests for alternative assignment/assessment timing are **not routinely granted** and are considered only in accordance with course and university policies.

ASSIGNMENT DESCRIPTIONS

Chapter quizzes (available in Canvas)

You will complete 13 chapter quizzes. They cover the material discussed in the textbook and modules (including articles, videos, etc.). Each quiz is worth 10 points total (1 point per question)**.** All quizzes are open-book, open notes. Complete the quizzes **independently** as you work through each corresponding module.

Team Project

Working effectively in teams is one of the most important skills you'll need in today's organizations. This assignment provides opportunities to practice collaboration while applying organization design concepts to real-world challenges.

- **Written Report:** A professional evaluation of an organization's situation and recommendations supported by course frameworks.
- **Presentation Component:** An in-class presentation of 8 – 10 slides summarizing your team's key findings and recommendations, as if presenting to company leadership.

This project is designed to strengthen your teamwork, problem-solving, and ability to translate theory into practical organizational solutions.

Individual Accountability in Team Projects

This project includes confidential peer evaluations that assess each team member's level of participation, collaboration, reliability, and overall contribution to the team's deliverables. Your individual project grade will be adjusted based on these evaluations to ensure accountability and fairness. If peer evaluations indicate that a student made little to no meaningful contribution to the project, that student may receive a significantly reduced grade, including a grade of zero, regardless of the overall quality of the team's final submission.

Individual Case Study

Students will analyze an organization's challenges from the perspective of senior leadership. Rather than summarizing the case, students will apply organization design and change concepts to diagnose key issues, evaluate structural alternatives, and recommend specific actions leaders should take to improve organizational effectiveness and manage change.

Discussion Board

This course includes **two required discussion boards** designed to support reflection, application of course concepts, and engagement with peer perspectives in an online environment. Students are expected to post a thoughtful, substantive response to the prompt and engage professionally with classmates as directed. Contributions should demonstrate preparation, insight, and relevance to the topic rather than simply meeting minimum requirements.

Exams

The two (2) exams are "knowledge-acquisition-application" oriented. Each exam is designed to test your knowledge and how well you apply concepts via multiple-choice and true/false questions. The questions cover content from the textbook, additional articles, videos, and/or discussion boards. **Using textbooks and/or notes on exams is not permitted.** These are closed-book exams, and no outside or additional resources are allowed besides what a student has committed to memory through study and preparation.

You will have **75 minutes** to answer all questions (multiple choice, true/false). You will need to download the free Respondus LockDown Browser and have a webcam available. Your face must be present in the camera frame while taking the exam. Your screen with the exam questions will be recorded. **You must complete each exam independently in one sitting once we begin at the designated time and date; breaks are not allowed**. You may be able to check out laptops through the UNT library or complete the exam at UNT Computer Labs, which have a webcam.

The use of cell phones, iPhones, cameras, or any other electronic device is not allowed during an exam. Talking to other students, soliciting help, or giving assistance is not permitted. Copying, photographing, or disseminating the questions in any form is prohibited. Exam questions are randomized, so you will NOT see the same questions in the same order as your classmates. **Please contact in advance me with any questions and to prepare for the exam. Engaging in academic integrity violations, such as cheating and providing unauthorized assistance, will be reported.**

SUNSET RULE

You have one (1) week from the date the grade is released to inquire about your grade on an exam, quiz, discussion post, or any other assignment. The exception to this is the last round of assignments, the Final Exam, and your Final Letter Grade, when inquiries need to be taken care of as soon as possible before I submit

grades to the Registrar. The purpose is to resolve any issue during the term and not wait until the last week of the term. Please check your grades every week!

EVENT TIMING

All times stated in this course will conform to **US Central Time (CT),** including applicable daylight saving time adjustments.

UNT POLICIES

Academic integrity

According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University.

Any suspected occurrence of academic dishonesty will be investigated and handled in accordance with UNT policy and procedures. The following academic penalties may be assessed at the instructor's discretion upon determination that academic dishonesty has occurred. *Admonitions and educational assignments are not subject to appeal.*

1. *Admonition*: The student may be issued a verbal or written warning.
2. *Assignment of Educational Coursework:* The student may be required to perform additional coursework not required of other students in the specific course.
3. *Partial or no credit for an assignment or assessment:* The Instructor may award partial or no credit for the assignment or assessment on which the student engaged in academic dishonesty, to be calculated into the final course grade.
4. *Course Failure*: The instructor may assign a failing grade for the course.

Student Evaluation Administration Dates

Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. The survey will be available November 17 through December 3, 2026, with an opportunity to evaluate how this course is taught. Students will receive an email from "UNT SPOT Course Evaluations via IASystem Notification" (no-reply@iasystem.org) with the survey link. Students should look for the email in their UNT email inbox. Simply click on the link and complete the survey. Once students complete the survey they will receive a confirmation email that the survey has been submitted. For additional information, please visit the SPOT website at spot.unt.edu or email spot@unt.edu.

ADA Accommodation Statement

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Access (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to faculty via email to begin a private discussion regarding one's specific course needs. Students may request accommodations at any time; however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information, see the ODA website at disability.unt.edu.

Emergency Notification & Procedures

UNT uses a system called Eagle Alert to quickly notify students with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). In the event of a university closure, please refer to the UNT Learning Management System (LMS) for contingency plans for covering course materials.