



University of North Texas

G. Brint Ryan College of Business

MGMT4860.501 – Organizational Design & Change, Spring 2026 Thursdays, 1/15-5/6, 5:00-6:20pm, Room: FRLD 228

Instructor: Dr. Doug Killough
Office: Frisco Campus *open-space*, Denton Campus BLB 329D, or Zoom
Office Hours: By appointment Monday-Friday
Contact: ["Killough, Michael" via Canvas Messaging System](#) or 808 798 1883

(Note: Please utilize the Canvas message system for communications for course related matters. The instructor's unt.edu email yields a slower response time.)

Course Overview

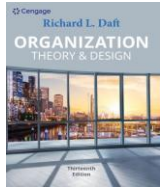
Organizational Design and Change (MGMT 4860) is a senior-level, three-credit hour course. Organizational design is a primary management tool for organizing business processes and developing organizational capabilities. The course focuses on developing an understanding of the basics of organizational 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. The design and development effort includes study of organizational structures, the basic work patterns of the organization, organizational cultures, leadership roles, and the use of teams. Prerequisites: None. Organizational design and theory represent the macro approach to understanding and managing organizations effectively. You will provide examples from your current or former employers, professional associations, student and volunteer organizations, etc., to better understand the complexity of leading change and designing effective organizations. As you review the material, you will have to consider all three perspectives: (1) the owner(s) and executive leadership of the company/organization, (2) mid-level and lower-level managers who supervise employees and manage programs, (3) individual employees who influence or are influenced by decisions and change initiatives.

By the end of the course, each class participant should have built upon her/his foundation to be a more effective organizational contributor with an enhanced ability to contribute and create value in multiple organizational contexts. The quality of the learning experience and value gained from this course are contingent on the students' and the instructor's daily preparation, engagement, and commitment to improve. The high standards of the University of North Texas (UNT) will be pursued in all aspects of this course, including enforcement of the UNT Code of Conduct <https://policy.unt.edu/policy/06-003>, Academic Integrity Process <http://www.vpaa.unt.edu/academic-integrity.htm>, and compliance with Title IX-related laws.

Class Structure

This class is a hybrid course, featuring required weekly in-person class sessions and additional online engagement via Canvas. It is the responsibility of each class participant to show up and participate in all in-person class sessions, as well as be able to access, and appropriately use, online materials assigned in the course. Per UNT guidelines, hybrid courses require 51% or more of the course content to be delivered in person. In Dr. Doug's courses, there is no such thing as an excused absence. Students are either present or not present. If an in-person class session is missed, there is a provision to close content gaps and earn partial participation points for the missed class (this may be applied to a maximum of five in-person class sessions). Please see the Class Content Questions within the Overview page of the missed module for the participation make-up process. Canvas will be utilized to review and submit all assignments.

Required Textbook:



Draft, Richard (2021); Organizational Theory & Design, 13th Edition; Cengage

Canvas & Technology

The course can be accessed via <https://unt.instructure.com>. Login using your EUID and Password, click “MGMT 3720” from the list of courses.

EUID Access and Passwords:

Enterprise User Identification Numbers (EUID’s) and passwords are required by the University of North Texas to access this course. You may reset your password at <https://ams.unt.edu/acctreq.php>.

Key Administrative Information and Other Topics

ACADEMIC INTEGRITY

According to UNT Policy 06.003, Student Academic Integrity, (<https://policy.unt.edu/policy/06-003>) 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. All violations of the Student Academic Integrity policy will be reported. Usage of cell phones, iPhones, cameras, or any other electronic device is not allowed during a test; nor is talking to other students, soliciting or giving help. Copying, photographing, or disseminating the questions in any form is prohibited. Remember, the exam questions are randomized so you will NOT see the same questions in the same order as your classmates. The course will utilize TurnItIn as a plagiarism checker.

COLLEGE EMERGENCY EVACUATION PROCEDURES:

Severe Weather: In the event of severe weather, all building occupants should immediately seek shelter in the designated shelter-in-place area in the building. If unable to safely move to the designated shelter-in-place area, seek shelter in a windowless interior room or hallway on the lowest floor of the building. All building occupants should take shelter in rooms 055, 077, 090, and the restrooms on the basement level. In rooms 170, 155, and the restrooms on the first floor.

Bomb Threat/Fire: In the event of a bomb threat or fire in the building, all building occupants should immediately evacuate the building using the nearest exit. Once outside, proceed to the designated assembly area. If unable to safely move to the designated assembly area, contact one or more members of your department or unit to let them know you are safe and inform them of your whereabouts.

Persons with mobility impairments who are unable to safely exit the building should move to a designated area of refuge and await assistance from emergency responders.

DISABILITY ACCOMMODATION:

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty 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 to me within the first week of the semester. Note that students must obtain a new letter of accommodation for every semester. For additional information see the ODA website at <http://disability.unt.edu>.

DROPPING THE COURSE:

If you decide it is necessary to drop the course, please adhere to the Academic Calendar on the Registrar's website: <http://www.unt.edu/catalog/>. Please note that Monday, April 2, 2021 is the last day for a student to drop a course. With regards to dropping the course, you will need to go to the following link: <https://registrar.unt.edu/registration/dropping-class> and click on Request to Drop Class form. If you have questions or need assistance you may go by the Department of Management in the Business Leadership Building – room 207.

EMERGENCY ALERTS:

The University of North Texas has an emergency Notification System, Eagle Alert (<https://www.unt.edu/eaglealert/>), which has the capability of calling or text messaging emergency notices. As a student, you may also register with Eagle Connect Alert to receive notification of any warnings or campus closings that are announced. Instructions for enrollment can be found at my.unt.edu. The university's radio station, KNTU 88.1 FM and website <http://www.unt.edu>, will provide updated information during an emergency situation.

PROHIBITION OF DISCRIMINATION, HARASSMENT, AND RETALIATION

The University of North Texas (UNT) prohibits discrimination and harassment because of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law in its application and admission processes; educational programs and activities; employment policies, procedures, and processes; and university facilities. The University takes active measures to prevent such conduct and investigates and takes remedial action when appropriate.

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual harassment sexual assault, domestic violence, dating violence, and stalking. UNT's Survivor Advocates can assist a student who has been impacted by violence by filing protective orders, completing crime victim's compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at SurvivorAdvocate@unt.edu or by calling the Dean of Students Office at 940-565- 2648. Additionally, alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at oeo@unt.edu or at (940) 565 2759.

RETENTION OF STUDENT RECORDS

Student records pertaining to this course are maintained in a secure location by the instructor of record of the course and are kept for at least one calendar year after course completion. Students are encouraged to review the Public Information Policy and the Family Educational Rights and Privacy Act (FERPA) laws and the University's policy. See UNT Policy 10.10, Records Management and Retention for additional information.

STUDENT BEHAVIOR:

Act professionally and respectful at all times. Student behavior that interferes with an instructor's ability to conduct a class, or other students' opportunity to learn, is unacceptable, disruptive, and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior may be referred to the Dean of Students to review whether the student's conduct violated the Code of Student Conduct. The Code of Student Conduct can be found at <https://conduct.unt.edu>. Any person who believes that a

violation of University policy has been committed by a student can go to <https://report.unt.edu> and report the allegation.

STUDENT SERVICES & ACADEMIC SUPPORT

Mental Health

UNT provides mental health resources to students to help ensure there are numerous outlets to turn to that wholeheartedly care for and are there for students in need, regardless of the nature of an issue or its severity. Listed below are several resources on campus that can support your academic success and mental well-being:

- [Student Health and Wellness Center](https://studentaffairs.unt.edu/student-health-and-wellness-center) (<https://studentaffairs.unt.edu/student-health-and-wellness-center>)
- [Counseling and Testing Services](https://studentaffairs.unt.edu/counseling-and-testing-services) (<https://studentaffairs.unt.edu/counseling-and-testing-services>)
- [UNT Care Team](https://studentaffairs.unt.edu/care) (<https://studentaffairs.unt.edu/care>)
- [UNT Psychiatric Services](https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry) (<https://studentaffairs.unt.edu/student-health-and-wellness-center/services/psychiatry>)
- [Individual Counseling](https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling) (<https://studentaffairs.unt.edu/counseling-and-testing-services/services/individual-counseling>)

Additional Student Support Services

- [Registrar](https://registrar.unt.edu/registration) (<https://registrar.unt.edu/registration>)
- [Financial Aid](https://financialaid.unt.edu/) (<https://financialaid.unt.edu/>)
- [Student Legal Services](https://studentaffairs.unt.edu/student-legal-services) (<https://studentaffairs.unt.edu/student-legal-services>)
- [Career Center](https://studentaffairs.unt.edu/career-center) (<https://studentaffairs.unt.edu/career-center>)
- [Multicultural Center](https://edo.unt.edu/multicultural-center) (<https://edo.unt.edu/multicultural-center>)
- [Counseling and Testing Services](https://studentaffairs.unt.edu/counseling-and-testing-services) (<https://studentaffairs.unt.edu/counseling-and-testing-services>)
- [Pride Alliance](https://edo.unt.edu/pridealliance) (<https://edo.unt.edu/pridealliance>)
- [UNT Food Pantry](https://deanofstudents.unt.edu/resources/food-pantry) (<https://deanofstudents.unt.edu/resources/food-pantry>)

Academic Support Services

- [Academic Resource Center](https://clear.unt.edu/canvas/student-resources) (<https://clear.unt.edu/canvas/student-resources>)
- [Academic Success Center](https://success.unt.edu/asc) (<https://success.unt.edu/asc>)
- [UNT Libraries](https://library.unt.edu/) (<https://library.unt.edu/>)
- [Writing Lab](http://writingcenter.unt.edu/) (<http://writingcenter.unt.edu/>)

Assignments & Grading

Class Participation

Learning requires engagement. Up to six participation points can be earned per each in-person class. A total of 11 in-person sessions will take place on Tuesdays from 5:00-6:20pm with a total of up to 66 points over the duration of the semester. To earn participation points, please do the following:

- **Attend** - Be present and on time for class. Sign the daily class participation sheet.
- **Prepare** - In addition to reading the materials, reflect on your own experiences, analyze how your past and recent experiences relate to the content, and formulate meaningful questions which can enable increased learning and growth across the group.
- **Engage** - Actively listen and contribute to discussion, activities, and simulations. Be part of the group learning process.

Missed classes will result in zero participation points for the day missed. A participation points make-up provision is available.

Concept Quizzes

A total of eight quizzes will be administered, each worth up to 10 points. The content of each quiz will focus on discussions, materials, and textbook chapters engaged. Typically, each quiz will focus on four specific chapter topics. All quizzes will be delivered via Canvas and will usually entail a selection of question types, including essay questions.

Please check Canvas (primary source) or the course outline (secondary source) on the final page of this syllabus for specific due dates.

Student-led Workshops (SLW)

Experience can be a highly effective means to learn. To provide leadership experience, class members will have the opportunity to lead, or co-lead, a full class session. This Student Led Workshops (SLW) will feature two chapters in the textbook (i.e., three-four business themes/models/theories) and at least one engagement activity. The term “workshop” is applied in this assignment, as the session should not be limited to a monologue-lecture type of delivery but should feature highly engaging discussions and activities conducive to learning. I.e., this is not a presentation! Coleaders/facilitators and topic/dates will be confirmed by the second week of the semester (i.e., Jan 21). SLW teams will be self-selected/formed and must include two class members. Pre SLW preparation discussions with Dr. Doug and/or other support resources are encouraged. Confidential and anonymous feedback will be collected on each SLW session and shared with the facilitators in separate in-person or Zoom feedback sessions with Dr. Doug.

Exams

Two exams will be administered worth up to 48 points each. Each exam features 30-34 questions (multiple choice, matching, and T/F questions) and each question is worth 1-3 points. Exam #1 focuses on the first six modules and Exam #2 covers six modules from the latter half of the semester (i.e. Exam #2 is not a comprehensive exam). Exams are administered asynchronously online with a lock-down browser.

Please note: all assignments will be delivered via Canvas.

Grading:

Your grade in this course will be determined by your performance on four components with assigned the point distribution for each. The components are as follows: a) class participation, b) eight concept quizzes, c) a student-led workshop, and d) two exams.

Assignment	Points	
Self-introduction & Syllabus Review	4	
a) Class Participation (10 @ 6 points)	60	20.0%
b) Concept Quizzes (8 @ 10 points)	80	26.7%
c) Student-Led Workshops (1 @ 60 points)	60	20.0%
c) Exams (2 @ 48 points)	96	32.0%
Total Points	300	

Grades are based on the points earned during the course according to this scale:

Course Grade	Accumulative Points Earned	%
A	270	90-100%
B	240	80-89%
C	210	70-79%
D	180	60-69%
F	<180	<60%

Outline & Schedule

Module/Date	Module Content	Reading Requirements & Assignment Due Dates
Module 1 1/15	Course Introduction Participation = 6pts	Syllabus Self-Introduction due 1/19
Module 2 1/22	Organizational Process Participation = 6pts	MDK Provided Content
Module 3 1/29	In-house Strategy Participation = 6pts	Willie Petersen Strategic Learning Workbook M2-3 Quiz due 2/4
No Class 2/5	SLW Preparation Day	
Module 4 2/12	SLW #1 Org Purpose & Structure Design Participation = 6pts	Chapters 2 & 3 M4 Quiz due 2/18
Module 5 2/19	SLW #2 External Env & Inter-or. Relations Participation = 6pts	Chapters 4 & 5 M5 Quiz due 2/25
Module 6 2/26	SLW #3 External Env & Inter-org. Relations Participation = 6pts	Chapters 6 & 7 M6 Quiz due 3/4
NO CLASS 3/5	EXAM 1 Optional Zoom Exam Prep session 3/5	Modules 2-6 EXAM 1 accessible from 2/25; due 3/18
NO CLASS 3/12	Spring Break	
Module 7 3/19	SLW #4 Designs for Mft.,Tech, Digital, Analytics Participation = 6pts	Chapters 8-9 M7 Quiz due 3/25
Module 8 3/26	SLW #5 Size, Life Cycle, Innovation, & Change Participation = 6pts	Chapters 10 & 12 M8 Quiz due 4/1
Module 9 4/2	Organization, Control, & Decisions Participation = 6pts	Chapters 11 & 13 M9 Quiz due 4/8
Module 10 4/9	Conflict, Power, & Politics Participation = 6pts	Chapter 14 M10 Quiz due 4/15
NO CLASS 4/16-30	EXAM 2 Optional Exam Prep session 4/16	Modules 8-11 EXAM 2 accessible from 4/10; due 5/6

Syllabus will likely be subject to change.