

MANAGING ORGANIZATIONAL DESIGN AND CHANGE

MGMT 5120, **Summer II 2019 – Jul 8, 2019 to Aug 9, 2019**
(Class meets online)

INSTRUCTOR: Dr. Virginie Kidwell, Assistant Professor of Management
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OFFICE HOUR: **Wednesday: 11 am – 12 pm**, or by appointment.

COURSE DESCRIPTION AND COURSE OBJECTIVES

Examination of the development of organizational competencies and capabilities through the study of the theory and tools related to organizational design and change. Emphasis is placed on the use of horizontal and vertical linkage mechanisms that provide the organization with the flexibility to adapt to a rapidly changing competitive environment. Definition of management roles are emphasized in the change management process.

Prerequisites: Good standing for taking a graduate level management course. Consult your College of Business advisor if you are unsure.

REQUIRED TEXT:

Organization Theory, Design, and Change, 7th edition, by Gareth R. Jones, Prentice-Hall Publishing, 2013.

POINT DISTRIBUTION

Quizzes (4 @ 12.5 points)	50 points
Discussion Forums (5 @ 5 points)	25 points
Organizational Analysis Project	25 points

	100 points

GRADING SCALE

- A = 90-100 of total points
- B = 80-89.9% of total points
- C = 70-79.9% of total points
- D = 60-69.9% of total points
- F = Less than 600 of total points

METHOD OF INSTRUCTION

This course will be taught using distance-delivery methods. **Canvas** will be used as the platform for web-based distance delivery.

I will post weekly reminder with link to the corresponding module material. If you have any question, please email me directly at virginie.kidwell@unt.edu

Discussion forums can get complex and unwieldy if we are not careful. To maintain a reasonable level of structure to this and subsequent discussion forms, please **DO NOT ADD NEW THREADS**. Leave that to me. If you feel very strongly about creating a new thread, simply ask for a thread to be set-up before you post your question.

Policy for make-ups: If you miss a quiz or discussion forum (i.e., you were not available for the for the entire duration the task was made available online), and this was for university approved reasons (e.g., hospitalization, contagious disease, religious holiday, death in the family), and would like to receive a make-up for the missed task, you must provide the instructor with evidence/documentation of the unforeseen circumstance. If approved, the make-up examination will be held at a mutually convenient time. Please note that business activity, personal travel, location based connectivity, personal events/activities, etc., are **NOT** deemed to be acceptable explanations for not completing assigned tasks in a discussion forum, or for missing a quiz.

CLASS ACTIVITIES (see last page for detailed class schedule along all due dates)

Quizzes (50 points)

Four quizzes will assess your knowledge on topics covered in the textbook.

Questions. The quizzes are “knowledge-acquisition & application” oriented. They are designed to “quickly” test your knowledge of organizational design and change concepts and theories, certain key business concepts, and analytical tools. Each quiz will consist of **25 multiple-choice** items **worth 12.5 points** each quiz covering 3 chapters of material. The objective of the quizzes is to ensure that all students “are on board” and are “staying up-to-date” with the instructor and the rest of the class.

Exam Delivery Mode. All quizzes will be administered on-line. You will have a **3-day window** to take each quiz (See the Schedule of Events below for scheduling details). You will have **30**

minutes to take each quiz. You will be allowed one attempt at the quiz, and the questions will be presented randomly and linearly, meaning that you may not go back to previous questions. Additionally, the order of the questions will be different for each student taking the quiz. Ensure that you complete and save your response before your test-taking time expires.

Broadband connections are better suited for the quizzes. Disable Pop-Up blocker software for the quiz. If you experience problems with your browser or with Canvas during your exam please call or email the student help desk. That number is 940-565-2324 and the email is helpdesk@unt.edu. Technical difficulties will be resolved as they appear. The University computer techs can determine exactly what has taken place and will advise me of the outcome (your ISP, our ISP, Canvas Learning System, student unplugged the phone line, etc.). I will make a determination to allow you to continue or not based on that advice, University policy, applicable law, and my past practice.

Discussion Forums (25 points)

Five Discussion Forums are scheduled during the semester each worth up to 5pts. Discussions forums are designed to help you understand the material presented in the textbook, and to learn how to apply it in practice. To make these discussion forums manageable, the class will be divided into an appropriate number of sub-groups. You will participate in discussion forums with other members in your sub-group of about 20 students or so.

The first discussion post will be called is “Students’ Introduction” post and will be graded for completion, for discussion 1 to 4, please see below.

Each of these content-specific discussion forums **will be posted for at the minimum one week to be completed by the due date**. It is not recommended to wait the due day to start participating! Your instructor will initially pose **2-3** questions to seed the discussion. You are expected to use the discussion forum to link issues raised by the questions (or the subsequent comments/questions raised by others in the forum) to the theory in the text and to practice. In addition, you must post a comment following another classmate’s post. This comment must be well-written and thought out and require more than a mere one or two liner. Imagine you are discussing this classmate post with that person, not just thanking them for their post!

Information Gathering. You must draw on information obtained from library research and other outside sources. This will require you to undertake a reasonable amount of outside research (primary and/or secondary research). Expect to spend 4hours (or more) each week on such research.

Preparing for the Discussion Forums. Expect to spend a significant portion of your time researching, preparing for, and participating in the discussion forums.

To maximize your learning experience in the discussion forums, begin by reading and analyzing the assigned chapters from the textbook. Next, identify the core concepts and theoretical

frameworks presented by the authors (these are normally structured in distinct sections within the chapter). Then, read the questions posed by your instructor in the discussion forum and begin your 'outside research' (e.g., web-based searches, information in electronic and hard-copy resources in the library, and primary contacts). Finally, use the information gathered through your research to inform other about your findings and syntheses through your post(s) to the discussion forum. A good rule-of-thumb is to spend twice as much time researching, analyzing and synthesizing outside information, as you would spend assimilating theory from the text.

What is an "excellent contribution" at a discussion forum? For your involvement in a discussion forum to be deemed an "excellent contribution," you must make at least one post that addresses each of the instructor's questions. For example, if the instructor poses two questions in a discussion forum, then you **MUST** make at least one post to address each of the two questions that were posed. Please number your answer such as question 1, question 2...etc.

What is an "excellent" post? As a rule-of-thumb, a good post is one that (a) applies theory to practice, and (b) adds new insights, or extends insights offered by the textbook and your own research.

Hence, it is incumbent on you to:

- (a) *Build on* what you have learned from the textbook, and showcase support by your additional research. In general, an answer to a question will be at the minimum 250 words to build an adequate response (but more is welcome!). This means if there are two questions for a discussion a total of 500 words minimum is to be expected.
- (b) *Cite* at least one new source of information, other than the text-book, in every question that you answered. That is, each post must contain at least one (or more) unique citation(s), if two questions, two unique citations are expected at the minimum (more is welcome!).
- (c) *Post a quality comment* to at least one other classmate's post.

I strongly encourage you to avoid making general comments that starts with "I believe that . . ." but contains no evidence of research to support the "belief." Such comments add little value to the discussion forum, and are a poor uses of everyone's time, and will NOT be viewed by your instructor as "excellent" post.

How do I present my citations? Please follow established rules for citations (to be consistent, I recommend that we all follow the APA style manual). First, place the citation at the appropriate location within the text of your post, e.g., (XYZ et al., 2013). Next, using APA rules, place an adequately detailed "reference" for all cited materials below your post. This will allow your instructor and others in the class to easily retrieve the cited article/document and study it more closely in the context of your post.

Comment to a Classmate: Once you post your answer you will be able to see other classmates' contribution. You are required to engage with at least one other classmate (more is encouraged but not required). You must formulate an adequate comment reflecting on that classmate's post

and also your own research and post. This is place to discuss with others the class material and engage. A quick sentence or two will not constitute an adequate comment.

Grading. The grading scale for participation in discussion forums will be as follows:

- 5pts: For example, discussion contribution is excellent, use of textbook concepts is clear, extension and support via additional research is of high quality, length is appropriate, citations are correctly done, comment(s) to classmate is of high quality.
- 4pts: For example, discussion contribution is good, use of textbook concepts is present, extension and support via additional research is of good quality, length is appropriate (but more depth could be added), citations are correctly done, comment(s) to classmate is of good quality.
- 3pts: For example, discussion contribution is average at best, use of textbook concepts is present at time, extension and support via additional research is of poor quality, length is on the short end, citations are missing or incorrectly done, comment(s) to classmate is of poor quality.
- Below 3 pts: For example, discussion contribution is below average, many element required are missing or too weak to warrant additional credit. Please consult your instructor to find remedies for improving your next post.

Organizational Analysis Project (25 points)

To assist in the synthesis of material covered in the course, Power Point, and Textbook materials, a three-part application-oriented project are required to be completed.

Scope of coverage for parts of the Organizational Analysis Project (which you will submit as one document at the end of the semester):

- Part-1: Chapters 1, 2, 3, & 4
- Part-2: Chapters 5, 6, 7, & 8
- Part-3: Chapters 9, 10, 11 & 12

In Week 1, you will select an organization of interest to you, and your team which you will analyze over the course of the semester. The analysis of your selected organization will be guided by your answers to the questions in the **“Analyzing the Organization: Design Module #__”** **at the end of each of chapter.** From Chapter 1 to Chapter 12, there are nearly 100 questions to choose from. To give you more autonomy, you may choose how many questions to respond to (**a minimum of three**) for each chapter in order to provide a thorough, detailed analysis and report.

- Work in Teams. After posting your introduction post to introduce yourself, please join a team of 4 classmates. Once formed, the team reports must be a minimum of 30 pages (about for 10 pages for each Part-1, 2, and 3 (not including the title page, references, or appendices). Each teammate must participate in the writing for each of the part 1 to 3.
- Team Charter: Members of a team will create and agree to the content of a team charter. To assist in preparing the team charter, a template for one has been place

on the course website in Canvas. More information for team issue resolution will be included in this document.

- **Peer Evaluation:** YOUR individual grade on each team submission will be computed based on the team's grade and YOUR peer evaluation grade. The peer evaluation form is available in Canvas with further direction on how to complete those.
- **EXCEPTION.** I will allow a few students to complete the project INDIVIDUALLY. Please email me to request such exception with an explanation as to why you prefer working alone on this project by end of the first week of class. The same deliverable are expected if you chose to work alone.

Report formatting guidelines:

- Typed, Double-spaced, Font Size 10-11, 1" Margins. Place citations in the text, and all references at the end of the report.
- The use of graphics is highly encouraged. Place graphics (i.e., tables, charts, figures, etc.) in the body of the report, and in proximity to the text where they are referenced. Every graphic must be referred to *at least once* in the text.
- Submit a professional quality report (something you would be proud of submitting to the CEO of the organization that you have analyzed) with appropriate citations.

Please remember that this project requires analysis of an organization rather than regurgitating information about the firm. You should be using the knowledge acquired in the course to scrutinize how the organization is currently operating, and to provide recommendations for how it can be improved moving forward.

You want to collect relevant data from a multitude of sources including the textbook, the company's website, news stories, and articles in academics journals, to confirm the veracity of the information gleaned. Copiously cite all sources of information used in your report.

Please use APA style rules to place the citations in the text and the corresponding references at the end of the report.

Project Report Format (Example):

Title Page

- Title
- Prepared for . . .
- Prepared by . . .
- Date

Introduction

- A brief overview of the company. Introduce the company, explain any pre-existing relationships (employer, friend of family, family member, etc.); and answer ALL 5 of the Design Module #1 Questions found on page 25 of the textbook.

Main Body

- This should include the responses to your chosen questions part 1 to 3 from chapters 2 thru' 12 (a minimum of 3 questions from each chapter, copy each question before to

answer it!). Where appropriate, identify issues/problems, and propose possible improvements for the company, and an overview of how the organization might go about managing the change.

Submitting the Assignment: A Turnitin™ drop-box will be created in Canvas to submit your/your team's Organizational Analysis Project Reports.

SUNDOWN POLICY

You have one week (from the date a grade is posted) to inquire about, and to appeal your grade on an exam, assignment, or presentation, after which no appeals will be entertained. The purpose is to resolve any issue during the term and not wait until the last week of the term to sort things out. Please check your grades every week!

ADA

The college of business administration complies with the Americans with disabilities act in making reasonable accommodation for qualified students with disability. If you have an established disability as defined in the Americans with disabilities act and would like to request accommodation, please see me as soon as possible. Note: university policy requires that students notify their instructor within the first week of class that an accommodation will be needed. Special Note about online instruction: Canvas is committed to making certain that online courses are open and accessible to people with disabilities. As a result, Canvas complies with Section 508 of the United States Rehabilitation Act of 1973, enabling people with disabilities and using assistive technologies, such as screen readers, to fully use the software.

SCHOLASTIC DISHONESTY POLICY

The UNT Code of Student Conduct and Discipline provides penalties for misconduct by students, including academic dishonesty. Academic dishonesty includes cheating and plagiarism.

The term "cheating" includes, but is not limited to, (1) use of any unauthorized assistance in taking quizzes, tests or examinations; (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; or (3) the acquisition, without permission, of tests or other academic material belonging to a faculty member or staff of the university.

The term "plagiarism" includes, but is not limited to, the use, by paragraph or direct quotation, of the published or unpublished work of another person without full and clear acknowledgment. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials. (Source: Code of Conduct and Discipline at the University of North Texas.)

If you engage in academic dishonesty related to this class, you will receive a failing grade on the test or assignment, and a failing grade in the course. In addition, the case will be referred to the Dean of Students for appropriate disciplinary action. This policy is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating.

Note: Your instructor reserves the right to submit your Team's report to turnitin.com where it will be checked for plagiarism. Evidence of plagiarism is grounds for awarding an "F" grade on the assignment and an "F" grade in the course. The grade will be awarded to ALL members of the Team that made the submission.

EMERGENCY EVACUATION PROCEDURES FOR BUSINESS LEADERSHIP BUILDING

- **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. All building occupants should immediately evacuate the building and proceed to the south side of Crumley Hall in the grassy area, west of parking lot 24.

CLASS SCHEDULEWEEK-1 (beginning 07/08)

- This Week's Reading Assignment: Textbook Chapters 1, 2 & 3.
- Student post their [Student Introduction Discussion](#) by **Friday 07/12 11:59pm**.
- Students [join teams of 4](#) (or asked for individual exception via email) **Sunday 07/14 11:59pm**.
*Team should start to establish contact asap!
- [Quiz-1](#) 30 minutes; Scope: Chapters 1, 2 & 3; opens Saturday 07/13 8am close **Monday 07/15 11:59pm**
- [Discussion-1](#) (Chapters 1, 2, 3) opens by Wednesday 07/10 8am close **Tuesday 07/16 11:59pm**.

WEEK-2 (beginning 07/15)

- This Week's Reading Assignment: Textbook Chapters 4, 5 & 6
- Team submit their [Team Charter & Organization name](#) by **Sunday 07/21 11:59pm**. Team should plan carefully for weekly meeting and delivery by each team member as well as review peer evaluation guidelines.
- [Quiz-2](#) 30 minutes; Scope: Chapters 4, 5 & 6; opens Saturday 07/20 8am close **Monday 07/22 11:59pm**.
- [Discussion-2](#) (Chapters 4, 5, 6) opens by Wednesday 07/17 8am close **Tuesday 07/23:59pm**.

WEEK-3 (beginning 07/22)

- This Week's Reading Assignment: Textbook Chapters 7, 8 & 9
[Team Org. Analysis](#): Recommended your team are working on part 1 (Chapters 1, 2, 3 & 4)
- [Quiz-3](#) 30 minutes; Scope: Chapters 7, 8 & 9; opens Saturday 07/27 8am close **Monday 07/29 11:59pm**.
- [Discussion-3](#) (Chapters 7, 8 & 9) opens by Wednesday 07/24 8am close **Tuesday 07/30:59pm**.

WEEK-4 (beginning 07/29)

- This Week's Reading Assignment: Textbook Chapters 10, 11 & 12
[Team Org. Analysis](#): Recommended your team are working on part 2 (Chapters 5, 6, 7, & 8)
- [Quiz-4](#) 30 minutes; Scope: Chapters 10, 11 & 12; opens Saturday 08/03 8am close **Monday 08/05 11:59pm**.
- [Discussion-4](#) (Chapters 10, 11 & 12) opens by Wednesday 07/31 8am close **Tuesday 08/06:59pm**.

WEEK-5 (beginning 08/05)

- [Team Org. Analysis](#): Recommended your team are working on part 3 (Chapters 9, 10, 11, & 12) and preparing your overall report (part 1 to 3 as one document to submit).
- [Team Org. Analysis Report](#): Submitted via the Turnitin drop-box in Canvas by **Friday 08/09 11:59pm** (last day of 5WS2 session).