

MGMT 308: Organization Theory and Design

Fall, 2009: 3:10 - 5:15 P.M.

Instructor: Michael F. Flanagan

CATALOG DESCRIPTION:

A study of the theories and research that explain why business organizations operate the way they do. A social system perspective is presented that views the business organization's external environment and structure as critical determinants of organizational effectiveness. Key department level and organizational level variables and models are studied with the goal of developing an understanding of the patterns and relationships among organizational dimensions such as strategy, structure, goals, size, technology, and external environment.

COURSE OBJECTIVES:

There are four **knowledge objectives**. The first knowledge objective is to develop an understanding of the viewpoint that an organization is an open system. This includes an appreciation of the significance of the environment's impact upon the organization. The second knowledge objective is to acquire an understanding of the distinction among micro, macro, and contingency perspectives of human behavior. The third knowledge objective is to discover the powerful practical relevance of the macro and contingency perspectives. The last knowledge objective is to acquire an understanding of organizational processes, to not just "look" at organizational processes, but to actually "see" organizational processes.

There is one **skill objective**: improve critical thinking skills.

Students earning a grade of C- or better will have successfully attained these outcomes.

PREREQUISITE: MGMT 300. If you have not completed MGMT 300, you will be removed from the course roster.

REQUIRED TEXT:

Daft, R. L. (2010). *Organization theory and design* (10th ed.). Mason, OH: Southwestern Cengage Learning. ISBN 0-324-59889-0

Note: This book can be purchased at the Runner Bookstore or through bn.com, the current contract holder for the Runner Bookstore. Given the exorbitant cost of textbooks, you might want to consider on-line bookstores. You need to be sure that the book you ordered has the correct ISBN. Some book sites sell foreign editions that may not be the same as the U.S. edition. You might also consider renting your textbook. On-line rental sites include Chegg.com and BookRenter.com. Although ordering books on-line may save you money, if the book arrives late you are still responsible for the assigned reading. The instructor does not recommend one on-line site over another.

APPOINTMENTS: My office is in BDC 209. My office hours are 1:45 - 2:30 P.M. and 7:30 - 9:00 P.M. on T, TH excluding furlough days. I am available at other times by appointment. My office phone is 654-2313 and my fax number is 654-6697. My e-mail address is <mflanagan@csu.edu>. Note: To guard against viruses, I do not open e-mail unless I know who sent it. Therefore, your e-mail subject heading should include the term: MGMT 308.

COURSE EVALUATION:

Student Evaluation. The student evaluation will consist of the following components:

Exam I:	200 points
Exam II:	200 points
Exam III:	200 points
OT Framework Exam	200 points
Quizzes/Exercises/Participation/Attendance	200 points

Approximate Grade Scale:

A = 900-1000 points
B = 800-899 points
C = 700-799 points
D = 600-699 points
F = 500-599 points

Note: I emphasize **understanding** of course material rather than memorization of course material. Almost all students will develop a **general understanding** of the material found in the knowledge objectives. Students receiving **A or B grades** will demonstrate a **mastery** of the material found in the knowledge objectives. Mastery requires **in-depth understanding** of organization theory and design.

Participation. Class participation is an integral part of this course. Participation will be evaluated through my assessment of the **quality** of your class comments, and preparation for and participation in individual and group class exercises. Thorough preparation outside of class is very crucial to effective class participation. **Be prepared.**

Quizzes. In order to encourage preparation for class, thereby increasing the quality of the in-class learning experience, there will be a quiz worth 15 points most classes except on exam days. Each quiz will consist of one or two short answer questions or multiple-choice quizzes. Quizzes on the introductory material (basic concepts; micro, macro, contingency approaches; general principles of organizations) will be based on material from the **previous** class. Quizzes on the Daft material will be based on material from the **previous** class or on assigned discussion questions for the **current** class. Students arriving more than a few minutes late to class are unlikely to be allowed to take the quiz. **If you leave any time after taking a quiz, you will receive a zero for that quiz.** Your lowest quiz score will be dropped when calculating your total quiz points.

Exercises. As a substitute for quizzes, there may be exercises for you to complete. An exercise, like a quiz, will be worth 15 points.

Exams. Each in-class exam will consist of multiple choice questions assessing your ability to identify the meaning and significance of key course concepts, models, and theories. Questions are drawn from lectures, study guide questions for each chapter, and chapter material. Essay questions asking you to draw and explain organization theory models may also be part of each exam. I will discuss significant and/or difficult concepts and issues in class, but you are responsible for all the chapter material. Only a very serious **documented** problem is an acceptable reason for missing an exam. **Exam III and the OT Framework Exam may be taken only on November 24 at 5:00 P.M.**

Time Commitment. This is a five-unit course. Therefore, **you should expect to spend 15 hours per week outside of the classroom studying the course material.** If you have difficulty doing passing work in this course, you will need to spend more than 15 hours per week preparing for and completing course assignments.

POLICIES:

Special Needs. Students with special needs are to inform the instructor at the beginning of the quarter as to what accommodations are necessary such that timely action can be taken to meet these needs.

Attendance. Attendance is important. The 2007-2009 CSUB Catalog states: "The responsibility of the faculty is to establish specific attendance regulations and make-up policies that will maximize student learning, while avoiding penalties, where practical and possible, for university-related absences." (P. 70) (Note: The 2009 - 2011 catalog is not yet available.) The course is structured such that those who regularly attend class perform better than those who do not. This is because I will be presenting new information in class and reviewing challenging material. I will also integrate relevant concepts and theories from MGMT 300 and MGMT 309 to show their interrelationship with MGMT 308 concepts and theories. Attendance is also important because it gives you the opportunity to participate in class discussions that contribute to additional, often powerful learning (e.g., understanding why organizations do what they do). **Absent for part of a class is the same as absent for the entire class. Excessive absenteeism (i.e., more than one absence from all or part of a class) will significantly negatively impact your participation/attendance grade. Class absences due to university required activities (e.g., BPA student**

competitions) require documentation prior to the absenteeism dates. You are responsible for any course changes I may announce throughout the quarter.

Note: If you expect to be missing any significant class time (i.e., more than one class) due to such events as marriage, honeymoon, vacation, work assignments, work travel, etc., **I strongly recommend you drop the course.**

Grade Policy. I do not curve exams or give extra credit for specific exams, quizzes, and exercises. At the end of the course, once I have all of the course data for each student, I may make grade adjustments based on a consistent policy (e.g., twenty-five points added to all final point totals of students who met the attendance policy criterion). During the quarter, your point total represents your current grade in the course.

Borderline Grade Decisions. The quality of your class participation and your performance on the OT Framework Exam will be the primary variables used to resolve borderline grade decisions.

Incomplete Grades. As a general rule, I do not give incompletes. If catastrophic circumstances arise, an incomplete will be considered.

Withdrawal Policy. Last day to withdraw from the course without a "W" being recorded is October 2, 2009. Last day to withdraw from the course with a "W" being recorded is October 30, 2009. A "W" withdrawal requires a serious and compelling reason which means you would withdraw from all your classes, not just this one. As a general rule I do not allow "W" withdrawals. If catastrophic circumstances arise, a "W" grade will be considered.

No Taping Policy. Because much of my course material is proprietary, I do not allow video or audio taping of it. Violation of this policy will be penalized.

Academic Integrity. The guidelines for academic integrity as described in the 2007-2009 CSUB Catalog (P. 81) will be strictly enforced. (Note: The 2009 - 2011 catalog is not yet available.) You are expected to be familiar with these guidelines and to follow them.

Civility and Respectful Conduct. The 2007-2009 CSUB catalog states: "Faculty are obligated to recognize and respect student diversity, ideas, perceptions, and opinions. At the same time, faculty have a fundamental responsibility to maintain the integrity of the learning environment. When confronted by unreasonable disruption in the classroom, faculty are expected to initiate actions to correct such conditions. Such actions may result in disciplinary action ranging from removal from the classroom to formal disciplinary sanctions, including probation, suspension, or expulsion." (P. 82) (Note: The 2009 - 2011 catalog is not yet available.)

INSTRUCTOR EVALUATION: You will be asked to complete an evaluation of this course and instructor. I have always found student feedback to be very beneficial. If problems arise, feel free to discuss them with me.

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S15
Basic Concepts

S17
Basic Concepts
Basic Concepts Readings (4)
Micro/Macro/Contingency Approaches

S22
Micro/Macro/Contingency Approaches

S24
Micro/Macro/Contingency Approaches
Micro/Macro Reading (1)

S29
General Principles of Organizations

O1
Exam I
Ch. 1

O6
Chs. 1, 2

O8
Ch. 2

O13
Chs. 2, 3

O15
Ch. 3

O20
Ch. 4

O22
Chs. 4, 5

O27
Ch. 5

O29
NO CLASS-Furlough Day

N3
Exam II
Ch. 7

N5
Ch. 7

N10
Chs. 7, 9

N12
Ch. 9

N17
Ch. 10

N19
NO CLASS-Furlough Day

N24
Exam III & OT Framework Exam: 5:00 P.M.