

**MANAGEMENT 445 – ORGANIZATIONAL THEORY**

*Fall 2012, Tuesday & Thursday*

**12:30 pm-1:45 pm GH 205 (CRN 13318)**

**2:00 pm-3:15 pm DH 230 (CRN 13317)**

Professor: Sophia Marinova, PhD

Office: 2210 University Hall

Office hours: 11:15 am-12:15 pm, Tuesday and Thursday

& By Appointment.

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**Course Website:**

<http://blackboard.uic.edu>

MGMT 445, 3 Hours, Prerequisite MGMT 340 and junior standing.

The course website will contain the following: syllabus; PowerPoint presentations; additional reading materials; group project and presentation guidelines; individual sign-up information; group sign up information; peer evaluations, and some other relevant class materials. Most documents will be found under the heading *Course Documents* or *Assignments*. In addition, blackboard will be used as a communication tool. Email will be used for communicating important information. Therefore, it is essential for students to make sure that they have their correct email address in the university information system, check the blackboard website regularly, and be familiar with the interface.

**Course Description:**

Management 445 is a course designed to examine various functions and systems of an organization. Specifically, we will be focusing on the organization's external and internal environment; operational design, technology and structure; and organizational processes, including decision making, social responsibility and culture. The notion of organizational effectiveness permeates many of the discussions. The format of the class is going to feature mini-lectures and class discussion, exposing students to practical applications of the conceptual material, and placing them in situations developing their managerial decision-making skills and capabilities.

**Course Purpose and Objectives:**

The course is designed to help students:

1. Become familiar with contemporary theories, concepts and models that managers can use to develop and implement successful strategies
2. Improve their business communication skills through class discussions, case analyses, written assignments, and informal and formal presentations of ideas.

**Course Materials:**

1. Required textbook: Daft, R. **Organization Theory & Design, 9th Edition**. ISBN 0-324-40542-1. (The 9th edition of the textbook has a red cover).
2. **PowerPoint presentations** and **additional readings** will be announced via the blackboard system (PowerPoints are typically available at least 24 hours before the class). You are **responsible for printing** those materials, **reading** them ahead of the assigned date and **bringing** them to class.

### Course Components and Grading:\*

Exam 1	20%
Exam 2	20%
Individual class participation	15%
Individual case presentation	5%
In-class group participation	10%
Team project written analysis (including outline)	20%
Team Presentation	10%
	<hr/>
	100%

*\* Please note that you need to complete all requirements in order to pass the course.*

*\*\* “Group” and “team” are used interchangeably.*

### Course Requirements:

#### 1) Exams (2@20%):

There will be two 75-minute exams designed to cover text readings, cases, class discussions and lectures. No make-up exams will be administered and absence from an exam will result in a zero score except in cases of documented emergency. The first exam is scheduled on October 11 and the second during Finals week.

#### 2) Individual class participation (15%):

This is not a traditional lecture-based course. Conceptual material will be illustrated and applied to the real world through rigorous class discussion of business cases and examples. You are expected to **attend and be well prepared for each class, having read the required textbook chapter and the assigned readings ahead of time**. To receive a high individual participation grade, you should play a **consistently active role** in class discussion with meaningful contribution to class discussions. In addition, in order to earn participation credit, your full attention should be devoted to class discussion and class activities (please make sure to see “Other class policies” for information on participation as well).

#### 3) Individual case presentation (5%):

Each chapter of the textbook contains short cases illustrating the conceptual material with business examples (e.g. In Practice, Leading by Design). To ensure that each student has the opportunity to lead a short classroom discussion, each of you will choose one of these cases to present to the class. You will have about 4 minutes to explain how the case is related to classroom and textbook concepts and you are expected to submit a **1-page summary in your own words** of how the case illustrates concepts from the chapter. Provide clear definitions of the conceptual material, and its application. Draw a conclusion. Required format for the summary: **12-pts Times New Roman, double-spaced, 1-inch margins on all sides.** You are also required to prepare PowerPoint slides to supplement your presentation to the class. **Email your presentation and your summary to me at least one day prior to your assigned**

**presentation date.** These short presentations are important for class learning. A sign-up sheet that lists the cases and the in-class presentation dates will be provided in the first week of class. Each of you must sign up for one of these cases at the beginning of the semester, and be prepared to present the case and submit the case summary (paper format) on the date on which we are discussing the relevant chapter (as listed on the sign-up sheet). Please make sure that you write down your assignment date in your calendar!

#### **4) In-class group participation (10%):**

A lot of the work in this class will be based on group discussions of cases and additional readings in class. Therefore, you will be responsible for getting organized into groups/teams of minimum of 5 to a maximum of 7 people. The groups that you form at the beginning of semester will generally be your permanent groups for purposes of in-class group discussions as well as for your team project and presentation. You should sign up for a group of your own choice during the first week. I will be evaluating your contributions as a group as well as your individual contributions to your group in assigning a grade on this component. Typically, you will submit written group summaries for each group discussion. Note that individual student attendance and participation in the group discussion aspect of the class is required for receiving credit! **If you miss group discussions you will not receive full credit on this component.** If you miss a discussion for clearly documented reasons, contact me about making up options.

#### **5) Team project outline, team project, and team presentations (Total of 30%):**

Each team will complete a unique 20-25-page term paper (double-spaced, standard format, plus exhibits if desired) on a topic of its choice. Group projects should be an in-depth case report on a company not otherwise covered in class (including the textbook). The papers must apply multiple concepts from the course to help better explain the strategies, actions and performance of a specific organization. Team project written guidelines will be available on Blackboard, we will also overview them in class (10/16).

To ensure that each group is working on a unique project, you should submit organization names to the professor no later than October 18. You will be informed whether changes are warranted. **Teams should prepare a preliminary outline of their project and submit it both via email before class as well as in paper format in class on November 1<sup>st</sup>.**

*It is expected* that all group members contribute equally to the team project written components and the presentation. *Peer evaluations* will be administered at the conclusion of the course, and if there is consistent evidence of some team members contributing either substantially more or less to the team project, then individual grades will be adjusted accordingly. Anyone who makes no contribution to his or her group/team project will receive a lower (or failing grade) for the project.

Final papers are due on the **last day of class instruction: December 6**. In addition, each group must lead a 20-minute in-class presentation that provides an overview of the key insights and lessons learned from its project, followed by 5-minute questions-and-answers. These final presentations will **be assigned randomly across the final three class sessions**. Each student must present his/her individual part on the date of presentation to receive credit. Further guidance on team project topic selection, project analysis, and project presentation will be provided throughout the semester.

#### **\*Peer Evaluations:**

Each class member will be working throughout the semester in various group assignments in and outside of the classroom. The members of each group will complete evaluations of each student's participation as a member (Due no later than **December 6**). Peers will evaluate each other in areas of regular attendance

and participation in group meetings (in and out of class), contributions to in-class team activities, as well as to the team project.

Failure to complete an evaluation of one's peers will result in a loss of class participation points. If there is evidence (based on average peer evaluations) that a student has not contributed equally to the group activities, the student will not receive full credit for any of the group/team components and her/his scores will be weighed by the peer scores.

### **Academic Integrity:**

Assignments and presentations must be **your own work, in your own words**. Plagiarism will not be tolerated, will result in a failing grade on the assignment, and will be reported to the university. Using outside materials is acceptable as long as you clearly identify the source. The key point is to make clear which ideas and text were developed by you or your group members, and which came from others. False or fabricated information is unacceptable. The integrity of your reports and presentations should meet the highest standards, whether as a student, consultant, or manager. Lapses of ethics, integrity, or professionalism have had devastating consequences on careers.

Students are encouraged to discuss cases, exchange ideas, collaborate and cooperate with others in the class where appropriate. New ideas often arise from such interactions. While collaboration and brainstorming are thus encouraged, you need to always keep clear what value you have added, separate from the ideas of others. Academic dishonesty, as defined by university policy, will not be tolerated in any form. Activities that constitute academic dishonesty in this course include but are not limited to: (1) copying text passages verbatim or paraphrasing those passages in your paper without referencing the original source (including from the Internet); (2) using someone else's idea. Papers that are judged to be substantially similar in content will be submitted to University procedures. Each of you is expected to uphold the Honor Code established by the College of Business Administration (CBA) and severe penalties are provided by the University in the case of violations. This code applies to behavior pertaining to all class-related activities such as exams, project activities, and assignments. For more information on the CBA honor code please review the following website:

<http://www.uic.edu/cba/Faculty/academicaffairs/honorcode.html>

### **Special Needs:**

Please make sure to report any special needs in the first week of the semester. Please visit the following website as well to find out about services and resources for special needs:

<http://www.uic.edu/uic/studentlife/studentservices/disability.shtml>

### **Other Class Policies:**

As participants in the University of Illinois learning environment we have to nurture learning and professionalism in class. To that end, there is a range of behaviors discouraged in class because of their disruptive potential, including but not limited to: interrupting your peers or the professor, answering your cell-phones, text-messaging, using laptops to do activities unrelated to class, or in any other way disrupting. Receiving participation credit requires your full attention and participation in class activities. If you need to leave class early or come in late, please bring that to my attention ahead of time, in order to minimize class disruptions.

**Student Organizations:**


[http://www.uic.edu/cba/student\\_life.html](http://www.uic.edu/cba/student_life.html)

**TENTATIVE CLASS SCHEDULE**

Date	Session	Topic	Assignment
August 28	1	Syllabus Requirements	Go over the syllabus; Team sign up, focus case sign up.
August 30	2	Organizations and Organization Theory	Chapter 1-Intro
September 4	3	Organizations and Organization Theory <b>Group discussion</b>	Chapter 1-continued Video discussion <b><i>Deadline to sign-up for a group/ team and a strategic focus case</i></b>
September 6	4	Organizations and Organization Theory <b>Group discussion</b>	<b><i>Additional reading (blackboard): bring a print-out<sup>1</sup></i></b>
September 11	5	Strategy, Organization Design, and Effectiveness <b>Group discussion</b>	<b><i>Finish chapter 1 discussions</i></b> Chapter 2 (begin)
September 13	6	Strategy, Organization Design, and Effectiveness (continued)	Chapter 2 (continue) + short reading
September 18	7	Strategy, Organization Design, and Effectiveness (finish) Organizational Structure	Chapter 2 (finish)  Chapter 3 (overview)
September 20	8	External Environment	Chapter 4
September 25	9	External Environment (continued)	Chapter 4 (finish)
September 27	10	<b><i>Visiting Speaker, CEO Tom Walter Tasty Catering</i></b>	Tentative topic: Leadership, social responsibility, and effectiveness
October 2	11	<b>Integrative Case: Gore Associates Group discussion</b>	Pages 528-542
October 4	12	Inter-organizational Relationships <b><i>Review sheet for Exam 1 available on blackboard</i></b>	Chapter 5 <b><i>Bring a print-out of review sheet to class</i></b>
October 9	13	Inter-organizational Relationships	<b><i>Team Project Guidelines</i></b>

<sup>1</sup> Throughout the semester, additional readings will be posted on blackboard. It is expected that you read them before the class session for which they are assigned and that you bring a print-out of the reading to class.

*Note:* Any changes to the schedule will be communicated in class and via email.

		(finish)	<i>available on Blackboard</i>
October 11	14	Exam 1	<b><i>Chapters 1 through 5. Class discussions, other readings.</i></b>
October 16	15	Designing Organizations for the International Environment	Chapter 6 <b><i>Briefly overview team project guidelines!</i></b>
October 18	16	Designing Organizations for the International Environment <b>Group discussion</b>	<b><i>Organization names due!</i></b>
October 23	17	Manufacturing and service technologies	Chapter 7 + additional reading (blackboard)
October 25	18	<b><i>Team Meetings</i></b>	<b>Work on team outline</b>
October 30	19	Manufacturing and Service (conclude)  Information Technology (start)	Chapter 7 (conclude)  Chapter 8 (start)
November 1	20	Information Technology and Control (wrap up and class discussion)	Chapter 8 + additional reading (blackboard)  <b><i>Team project outline due!!</i></b>
November 6	21	<b>Team meetings with instructor</b>	<b>Discuss team project outlines</b>
November 8	22	Organization Size, Life Cycle, and Decline	Chapter 9
November 13	23	Organizational Culture and Ethical Values	Chapter 10 + additional reading on blackboard.
November 15	24	<b><i>Video discussion</i></b> <b>Group discussion</b>	<i>In-class video &amp; group discussion</i>
November 20	25	<b><i>Video discussion (continued)</i></b>	<i>In-class video &amp; group discussion</i>
November 22	No session	<b><i>Thanksgiving Holiday</i></b>	
November 27	26	Innovation & Change, concluding remarks	Individual presentations for chapters 11 & 12.
November 29	27	<b><i>Team Presentations (session 1)</i></b>	<b><i>(Review sheet for Exam 2 available on Blackboard)</i></b>
December 4	28	<b><i>Team Presentations (session 2)</i></b>	
December 6	29	<b><i>Team presentations (session 3)</i></b>	<b><i>Team projects due in class and via email!!</i></b>
Final's week	30	<b><i>Exam 2</i></b>	
<b><i>End of class</i></b>		<b>Winter Break</b>	<b>Enjoy! ☺</b>