MSCI 311: Organization Design and Technology
Winter 2018
Section 002 – Management Engineering students only

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Course Description and Objectives

This is a course about the study of organizations. This course will survey and critically examine theories, concepts, and research aimed at understanding the structural design and functioning of human organizations. Topics include organizational design fundamentals, communication, organizational environments, technology in organizations, organizational goals and effectiveness, and decision making The course objectives are for you to develop theoretical and practical approaches for: 1) understanding the behavioural properties of organizations as social systems and 2) improving the design and behaviour of organizations

Course Learning Outcomes

By the end of the course, students should be able to:

1. Explain & compare concepts that are key to org. design and organizational theories
2. Explain, assess and contrast prescriptive and descriptive theories pertaining to different organizational processes such as goal setting and effectiveness, communication, decision making, power, and politics
3. Predict how contingency factors such as technology and the environment impact organizational structure
4. Use the concept of variety to model and assess an organization's ability to manage internal and external uncertainty
5. Analyze an organization's design, hypothesize potential issues, and propose solutions

Learning Resources

The primary sources of learning for this course are lectures, lecture slides and any readings, recordings, or handouts provided in lectures. Lecture material will also be made available on Learn. The following optional textbook is available for background reading and extra information related to most topics covered in the course.

> Das, H. (1998). Strategic Organizational Design for Canadian Firms in a Global Economy (UW edition). Pearson Custom Publishing. ISBN: 10-0-559-02760-1

Assessment

- **Five (5) Biweekly Mini-tests - 20%**
    - Short answer to one question. 20 minutes in length at the beginning of class.
    - Testing knowledge and comprehension. Responsible for lectures materials
    - Closed book. Non-cumulative.
    - **No alternate arrangements for missed quizzes**. **If exam grade is higher than the quiz grade, the exam grade supersedes it.**
- **Class Prep – 5%**
    - Occasional individual short deliverables/quizzes to facilitate class discussion
- **Final project – 30%**
    - 14 assigned teams of 4-5 members each
    - Tests application and synthesis skills.
- **Final Exam – 45%**
    - Responsible for lectures, handouts, in-class case studies, and tutorials
    - Tests application and analysis skills
        - Closed book with 'cheat sheet': double-sided, 8.5"x11", font size unconstrained

Tentative Topics

1. Different Approaches to Org's
2. Fundamentals of Organizational Design
3. Communication
4. Organizational Environments
5. Technology
6. Ashby's Law of Requisite Variety
7. Organizational Goals & Effectiveness
8. Decision Making
9. Organizational Culture
10. Power and Politics

The UW Writing Centre

The Writing Centre works across all faculties to help students clarify their ideas, develop their voices, and write in the style appropriate to their disciplines. Writing Centre staff offer one-on- one support in planning assignments and presentations, using and documenting research, organizing and structuring papers, and revising for clarity and coherence. You can make multiple appointments throughout the term, or drop in at the Library for quick questions or feedback. To book a 50-minute appointment and to see drop-in hours, visit www.uwaterloo.ca/writing-centre. Group appointments for team-based projects, presentations, and papers are also available. Please note that writing specialists guide you to see your work as readers would. They can teach you revising skills and strategies, but will not proof-read or edit for you. Please bring hard copies of your assignment instructions and any notes or drafts to your appointment.

Tentative Schedule

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
January		1	2	3	4	5	6
				Module 0 - Orientation **Module 1** - Approaches		**Module 1 -** Approaches	
	7	8	9	10	11	12	13
				Module 2 - Fundamentals	Quiz 1 for Case Study 1	**Module 2 –** Fundamentals Case Study 1 - AAA	
	14	15	16	17	18	19	20
				Mini-test 1 **Module 3 -** Communication	Quiz 2	**Module 3 -** Communication Activity 1 Communication Networks	
	21	22	23	24	25	26	27
				Module 3 - Communication		**Module 4 -** Environment	
February	28	29	30	31	1	2	3
				Mini-test 2 **Module 4 -** Environment	Quiz 3 for Case Study 2	**Module 4 –** Environment Case Study 2 – Winnipeg Sporting Goods	
	4	5	6	7	8	9	10
				Module 4 - Environment	Quiz	**Module 5 -** Technology	
	11	12	13	14	15	16	17
				Mini-test 3 **Module 5 -** Technology		**Module 5 -** Technology Activity 2 – Number Game	
	18	19	20	21	22	23	24
				READING WEEK			
March	25	26	27	28	1	2	3
				Module 6 - Ashby	Quiz 4 for Case Study 3	**Module 6 –** Ashby Case Study – Just in Time Manufacturing	
	4	5	6	7	8	9	10
				Mini-test 4 **Module 7-** Goals & Effectiveness	Project Phase 1 is due	**Module 7 -** Goals & Effectiveness Case studies assigned to groups	
	11	12	13	14	15	16	17
				Module 8 - Decision Making		Activity 3 – Winter Survival	
	18	19	20	21	22	23	24
				Mini-test 5 **Module 8 -** Decision Making **Lecture 9 -** Culture		**Lecture 9 -** Culture	
	25	26	27	28	29	30	31
				Project Phase 2 presentations		Good Friday – NO CLASS	
April	1	**2**	**3**	4	5	6	7
				Module 10 - Power & Politics Project Phase 2 reports are due			

Fine-print

Intellectual Property. Students should be aware that this course contains the intellectual property of their instructor, TA, and/or the University of Waterloo. Intellectual property includes items such as:

- Lecture content, spoken and written (and any audio/video recording thereof);
- Lecture handouts, presentations, and other materials prepared for the course (e.g., PowerPoint slides);
- Questions or solution sets from various types of assessments (e.g., assignments, quizzes, tests, final exams); and
- Work protected by copyright (e.g., any work authored by the instructor or TA or used by the instructor or TA with permission of the copyright owner).

Course materials and the intellectual property contained therein, are used to enhance a student's educational experience. However, sharing this intellectual property without the intellectual property owner's permission is a violation of intellectual property rights. For this reason, it is necessary to ask the instructor, TA and/or the University of Waterloo for permission before uploading and sharing the intellectual property of others online (e.g., to an online repository).

Permission from an instructor, TA or the University is also necessary before sharing the intellectual property of others from completed courses with students taking the same/similar courses in subsequent terms/years. In many cases, instructors might be happy to allow distribution of certain materials. However, doing so without expressed permission is considered a violation of intellectual property rights.

Please alert the instructor if you become aware of intellectual property belonging to others (past or present) circulating, either through the student body or online. The intellectual property rights owner deserves to know (and may have already given their consent).

Turnitin: Plagiarism detection software (Turnitin) will be used to screen assignments in this course. This is being done to verify that use of all materials and sources in assignments is documented. Students will be given an option if they do not want to have their assignment screened by Turnitin. In the first week of the term, details will be provided about arrangements and alternatives for the use of Turnitin in this course. Students who do not want to submit their work to Turnitin must inform the instructor by the end of the first week of classes, and will need to do one of the following alternatives for each written assignment, as agreed upon with the instructor:

- an annotated bibliography
- a draft bibliography identifying and documenting all sources and submitted on a specified date before the due date for the assignment
- a review of available research data on the subject
- an oral presentation of the topic to demonstrate personal knowledge
- other options the instructor and student have agreed upon

Policy for late assignments, missed tests, etc.: If you have a legitimate reason (illness, etc.) for being late on an assignment or missing a test, quiz or exam, contact the instructor or TA beforehand to explain the situation. A Verification of Illness form, or other evidence, will normally be required (see below). In such cases, an extension may be granted or an alternative assignment may be assigned. Otherwise, assignment grades will be reduced by 10% per day late and missed tests, quizzes, or exams will receive a grade of zero.

Verification of Illness forms: If you are too ill to write a test, exam, etc., obtain a Verification of Illness form from the University Health Services clinic on campus. Medical notes or VOI forms from other medical clinics, etc., will normally NOT be accepted due to past evidence of abuse of this process by some clinics.

Plagiarism and other academic offenses: Cheating will be taken seriously, so please don't do it. Students who may be tempted to hand in someone else's work as if it were their own, to hand in work that was prepared for a different course, to look over their neighbour's shoulder for the answer to a quiz or test question, or to commit any other sort of academic offense in an attempt to improve their grade in the course, should first read the following information very carefully:

UW's Student Academic Discipline Policy (Policy 71)
http://www.adm.uwaterloo.ca/infosec/Policies/policy71.htm

Students who wish to avoid unintentional plagiarism should also read these documents to make sure they understand the rules (because unintentional plagiarism still counts as plagiarism according to the policy).

Academic Integrity: In order to maintain a culture of academic integrity, members of the University of Waterloo community are expected to promote honesty, trust, fairness, respect and responsibility. [Check www.uwaterloo.ca/academicintegrity/ for more information.]

Grievance: A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read Policy 70, Student Petitions and Grievances, Section 4, www.adm.uwaterloo.ca/infosec/Policies/policy70.htm. When in doubt please be certain to contact the department's administrative assistant who will provide further assistance.

Discipline: A student is expected to know what constitutes academic integrity [check www.uwaterloo.ca/academicintegrity/] to avoid committing an academic offence, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (e.g., plagiarism, cheating) or about "rules" for group work/collaboration should seek guidance from the course instructor, academic advisor, or the undergraduate Associate Dean. For information on categories of offences and types of penalties, students should refer to Policy 71, Student Discipline, www.adm.uwaterloo.ca/infosec/Policies/policy71.htm. For typical penalties check Guidelines for the Assessment of Penalties, www.adm.uwaterloo.ca/infosec/guidelines/penaltyguidelines.htm.

Appeals: A decision made or penalty imposed under Policy 70 (Student Petitions and Grievances) (other than a petition) or Policy 71 (Student Discipline) may be appealed if there is a ground. A student who believes he/she has a ground for an appeal should refer to Policy 72 (Student Appeals) www.adm.uwaterloo.ca/infosec/Policies/policy72.htm.

Note for Students with Disabilities: The Office for persons with Disabilities (OPD), located in Needles Hall, Room 1132, collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with the OPD at the beginning of each academic term.