

Management 4313.583 – Organizing for Action

(Spring 2016)
Spears School of Business
Oklahoma State University

Instructor:

Dr. Dennis L. Mott, Professor
Management

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Office Hours: By appointment via the Desire2Learn (Online Classroom) Wednesday 10-11:30 a.m.

Course administration Information:

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Technical Assistance for Video Lectures: <http://ra.okstate.edu/cepd/VideoHelp>

Overview of the Course

A behavioral approach to the study of inter-organizational processes and the implementation strategies of firms that builds on strategic management and human resource management, from the behavioral science, the study of the cognitive, social, cultural, and political aspects of strategy implementation in simple and complex organizations.

Course Prerequisites

MGMT 3013

Course Goals

Management 4313 encompasses the design, progression, and scope of organizational development. Class lectures and activities are designed to assist with bridging the gap between theory and "real world" business situations. Emphasis will concentrate on improved managerial effectiveness as it interacts in a new or established managerial structure. A plethora of learning activities are possible that may include but are not limited to the following: management related research, required readings; analysis of course related cases, situational research, management technique analysis, individual and group activities, projects, and teamwork.

Course Objectives

The course format builds from strategic and human resource management and draws from the behavioral sciences to enact a comprehensive study of the cognitive, social, cultural, and political aspects of decision implementation—for both simple and complex organizations. Specific attention and time allotment will be targeted to the following areas of organizational theory and design: *organizational change, alternative organizational forms, management control systems, and the relationship between implementation and performance.*

Texts and Supplementary Materials

Daft, Richard L. (2013) *Organization Theory and Design*, (11th edition), South-Western Publishing Company, a division of Thompson Learning, ISBN 978-1-111-22129-4. In addition to the textbook, required readings will be identified and required for each of the hourly examinations.

Additional required reading:

In addition to the required textbook for MGMT 4313, designated additional reading (typically three or four articles or readings for each of the three hour examinations) that are considered essential for full understanding of course content will be identified and communicated within the Content tab of the *Desire to Learn* space provided by OSU for this class. These readings are required for each associated hour examination.

Grading Policy

<u>Requirement</u>	<u>Max for Class</u>	<u>Student Obligation</u>
Exam 1	150	Required
Exam 2	150	Required
Exam 3	150	Required
Announced Quizzes (3)	90	Required

Mgmt. 4313 Final course grades will be assigned as follows:

A = 89.5 to 100%

B = 79.5 to 89.4%

C = 69.5 to 79.4%

D = 59.5 to 69.4%

F = less than 59.5% or failure to complete course requirements.

Description of Course Requirements and Grading Rubric

Exams

MGMT 4313 examinations are On Line Proctored and will require completion at a designated and approved official Testing Center. If you will be testing at Wes Watkins (Stillwater), University Assessment & Testing (Stillwater), OSU-Tulsa or OSU-OKC then only fill out the Student Information Form: <https://spears.okstate.edu/distance/forms/studentform/>. If you will be testing at any other location then fill out the Proctor Agreement Form:

<http://spears.okstate.edu/distance/files/proctoragreementform-tc2015.pdf>

ProctorU is available to use in this class as a proctor in addition to going to a testing center. ProctorU is a live online proctoring service that allows exam takers to complete their exams at home while still ensuring the integrity of the exam. Using almost any webcam and computer, you can take exams at home, at work, or anywhere you have internet access. To watch a How It Works video follow this link: <http://www.proctoru.com/howitworks.php>.

To check your computer and internet connection meets all of the technical requirements follow this link: <http://www.proctoru.com/tech.php>.

To select ProctorU as your Proctor this semester please complete a Student Information Form: <https://spears.okstate.edu/distance/forms/studentform/>. This lets the Distance Learning Office know who your proctor is. If you have any questions please contact the Distance Learning Office at 405-744-4048 or spearsdistance@okstate.edu.

Three examinations must be completed according to dates and times indicated in the course schedule at the end of this syllabus. The three hourly examinations include 75 multiple-choice questions.

Examination content is largely based on textbook content, video lectures, and required readings. This accounts for 450 points (3 x 150 – 450) points for this administration of MGMT 4313.

Option one for each hour examination requires answers for all 75 questions @ 2 points each (75 x 2 = 150 pts.)

Option two for the hourly examinations provides an opportunity to answer 60 of the 75 questions (leave 15 questions blank). One must indicate his or her selection of this option when taking the On-Line administration of the examinations. (**60 x 2.5 pts. = 150 points.**)

University Policy

Drop Policy

Information about university drop policy and dates can be reviewed by accessing the following website: <http://registrar.okstate.edu/> Click on “class schedules,” and “short, internet, and outreach courses”

To drop this course, contact the Registrar’s office, (405) 744-6876, or drop through SIS (Student Information Services).

Academic Integrity:

Oklahoma State University is committed to the maintenance of the highest standards of integrity and ethical conduct of its members. This level of ethical behavior and integrity will be maintained in this course. Participating in a behavior that violates academic integrity (e.g., unauthorized collaboration, plagiarism, multiple submissions, cheating on examinations, fabricating information, helping another person cheat, unauthorized advance access to examinations, altering or destroying the work of others, and fraudulently altering academic records) will result in your being sanctioned. Violations may subject you to disciplinary action including the following: receiving a failing grade on an

assignment, examination or course, receiving a notation of a violation of academic integrity on your transcript (F!), and being suspended from the University. Should you desire additional information, please contact the Office of Academic Affairs, 101 Whitehurst, 405-744-5627, academicintegrity.okstate.edu.

MGMT 4313 Course Objectives

- Students should understand and be able to define change, complexity, and uncertainty in the external environment that impact an organization's design and management action.
- Students will understand and be able to recognize the importance of cultural and ethical values and the corresponding managerial techniques available to influence these values.
- Students will understand and be able to describe the challenge and opportunity represented by organizational change and the design and implementation of change metrics by an organization's managers and leaders.
- Students will understand and be able to define and explain the managerial political skills needed for exercising soft power to enhance organizational goal achievement.
- Students will understand and be able to assess the importance of cultural and ethical values and the corresponding managerial techniques available to influence these values.
- The managerial political skills needed for exercising soft power to enhance organizational goal achievement.
- Students should recognize the makeup of an organization that includes design, administrative structure, and various strengths and weaknesses of various organizational designs.
- Students should be able to identify ethical dilemmas and use appropriate tools to devise plans for dealing with these dilemmas.
- Students should understand the importance of goals and objectives and the difference between goals and strategy.
- Students should be able to work in teams to devise ideas and solutions to problems.
- Students should be able to define, research, and present research findings as a member of an organized research team.
- Students should understand and be able to define the population-ecology perspective and how it impacts organizational diversity and interorganizational relationships.

Program Learning Goal

***Business Knowledge & Competence
Critical Thinking***

***Technical Competence
Teamwork
Critical Thinking***

***Technical Competence
Professional Communication
Written Communication
Critical Thinking***

***Ethics
Critical Thinking***

***Ethics & Ethical Decision Making
Critical Thinking
Business Knowledge and Competence***

***Ethics & Ethical Decision Making
Critical Thinking
Business Knowledge & Competence
Technical Competence***

***Business Knowledge & Competence
Ethical Decision Making***

***Technical Competence
Ethics & Ethical Decision Making***

***Teamwork
Professional Communication
Professional Communication
Technical Competence***

***Business Knowledge & Competence
Critical Thinking***

MGMT 4313.583

Anticipated Schedule Spring 2016

WEEK 1 (January 11-15, 2016)

Course introduction, review of syllabus, academic expectations;
Organizations and Organization Theory--Chapter 1

WEEK 2 (January 18-22, 2016)

Strategy, Organization Design, and Effectiveness—Chapter 2

WEEK 3 (January 25-29, 2016)

Fundamentals of Organization Structure—Chapter 3

WEEK 4 (February 1-5, 2016)

The External Environment—Chapter 4

Announced Quiz #1 via Desire to Learn: Text chapters 1, 2, 3 – 30 points.

WEEK 5 (February 8-12, 2016)

Hour Examination #1/3 (Chapters 1, 2, 3, 4, Notes, Required Readings – 150 points.)

WEEK 6 (February 15-19, 2016)

Interorganizational Relationships—Chapter 5

Designing Organizations for the International Environment—Chapter 6

WEEK 7 (February 22-26, 2016)

Manufacturing and Service Technologies—Chapter 7

WEEK 8 (February 29-March 4, 2016)

Organization Size, Life Cycle, and Decline—Chapter 9

Announced Quiz #2 via Desire to Learn: Text chapters 5, 6, 7 – 30 points.

WEEK 9 (March 7-11, 2016)

Hour Examination #2/3 (Chapters 5, 6, 7, 9, Notes, Required Readings

WEEK 10 (March 14-18, 2016) SPRING BREAK

WEEK 11 (March 21-25, 2016)

Organizational Culture and Ethical Values—Chapter 10

WEEK 12 (March 28-April 1, 2016)

Innovation and Change—Chapter 11

Decision-Making Processes—Chapter 12

WEEK 13 (April 4-8, 2016)

Politics and Politics—Chapter 13 Power

WEEK 14 (April 11-15, 2016)

Announced Quiz #3 via Desire to Learn: Text chapters 10, 11, 12 (30 points)

WEEK 15 (April 18-22, 2016)

Hour Examination #3/3 (Chapters 10-13, Notes, Readings – 150 points.)

WEEK 16 (April 25-29, 2016) Pre-Finals Week

(May 2-5, 2016) Comprehensive Final Examination (200 points.)

Note: Final Exam must be completed before 5 p.m. Thursday, May 5, 2016.