

William Paterson University
Cotsakos College of Business
Department of Marketing & Management Sciences

Course: **Organizational Theory & Design, MGT 308**
Semester: Winter 2009-2010
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1- DESCRIPTION OF THE COURSE:

This course introduces the “macro” theories of organization. It focuses on the organization as a whole and its relationship with the environment. Special topics include organizational effectiveness, technology, structure, processes, management, power, politics, and culture. Both theoretical underpinnings and practical applications are equally emphasized in this course.

2- COURSE PREREQUISITES: Principles of Management, MGT 200

3- COURSE OBJECTIVES: The primary goal of this course is to introduce students to the broad and complex field of organizational theory. Specific objectives are as follows:

- To introduce the concepts of organizational growth and differentiation
- To present the major challenges in the design of an effective organizational structure.
- To develop critical thinking, research, oral and written communication skills
- To promote an understanding of how organizations create value, and satisfy stakeholders
- To demonstrate how course topics build on one another to create integrated knowledge

4- STUDENT LEARNING OUTCOMES:

- Define different organizational structures
- Explain the challenges of organizational design
- Apply critical thinking skills to develop structural recommendations
- Describe the interaction of organizational designs and competitive strategies
- Explain how organizations both affect and are affected by their environments
- Critically evaluate the effects of changing technology on organizational structures
- Work as a team to complete a research project, cases, and exercises

5- REQUIRED TEXT and SUGGESTED additional READINGS

Required Text: Organizational Theory, Design, and Change, Latest Edition, Gareth Jones.

Suggested Reading: Business periodicals such as Fortune, Business Week, The Economist, Harvard Business Review, News and Business Portals, and Companies Websites.

6- ATTENDANCE

Since this is an on-line course, the focus will be on the continuous and prompt access of the course webpage. You must meet your deadlines and submit your assignments and tests due on that day. **There will be no exceptions in this matter.** Make sure you know: the assignments given, class discussion, tests, and the agendas for the online meetings.

7- CLASS Requirements and Grading Policy

There will be one major company case analysis and several tests. All assignments have to be submitted before deadline, and have a reasonable quality. Tests will cover all material from discussions and texts. There will be no make-up exams, except for medical reasons.

8- GRADE BREAKDOWN:

Company case study	30%
Participation, and assignments	40%
Tests	30%

All work and projects should be presented in Roman Fonts, 1.5 Space, and 12 font size.

9- ACADEMIC INTEGRITY: The policy of WPU will be implemented:

Students are expected to maintain the highest standards of academic honesty. Academic dishonesty includes, but is not necessarily limited to, the following:

- Cheating: Giving or receiving unauthorized assistance in any academic exercise or examination. Using or attempting to use any unauthorized materials, information or study aids in an examination or academic exercise.
- Plagiarism: Representing the ideas of language of others as one's own.
- Falsification: Falsifying or inventing any information, data or citation in an academic exercise.
- Multiple Submissions: Submitting substantial portions of any academic exercise more than once for credit without the prior authorization and approval of the current instructor.
- Complicity: Facilitating any of the above actions or performing work that another student then presents as his or her assignments.
- Interference: Interfering with the ability of a fellow student to perform his or her assignments.

Academic dishonesty will lead, among other potential sanctions, to failing the course.

10A- COURSE Schedule

#	Topic	Chapter	Activity
1	Introduction – Organizations	1	Case + outline
2	Managers and Ethics	2	Case + outline
3	Managing in changing environment	3	draft1 + outline
4	Organizational Design	4	Case + outline
5	Organizational Structure I (control)	5	Case + outline
6	O Structure II (coordination)	6	Case + outline
7	O Culture	7	Test1 + outline
8	O Strategy	8	draft2 + outline
9	O Technology	9	Case + Outline
10	O Change	10	Case + Outline
11	O Transformation	11	Case + Outline
12	Decision-Making	12	Case + Outline
13	Innovation	13	Case + Outline
14	Managing Conflict and Power	14	draft3 + Outline
15	Summary	Activity Report	Test2

10B- COURSE Calendar

- * We have 14 online formal sessions
- * We have as much as needed informal online sessions
- * We have 14 chapters, 2 tests, and a project (3 drafts)

- * The 1st test will include chapters 1-to-7. It will be administered on January 7th between 8-10 PM.
- * The 2nd test will include (see NOTE 3 below). It will be administered on January 15th between 8-10 PM.

- * The 1st draft of the project, December 29th
- * The 2nd draft of the project, January 5th
- * The 3rd draft of the project, January 14th

- * You are always welcome to post any questions—and communicate via emails

Note1: you are encouraged to submit before the deadlines--

Note2: Always seek clarification—don't assume--

Note3: If the class does well in the first test then the 2nd test will include only chapters 8-14 (your TESTS' grade will be the average of both), otherwise the 2nd test will include all 14 chapters (if you get higher grade in 2nd test your grade in the 1st will be ignored, otherwise I will use the average of both grades)

11- INSTRUCTOR Notes:

Usually at the beginning of any course I teach and more importantly in an online course, I put higher value on CAPACITY issues (such as the ability to meet deadlines, speedy access to content, ability to zoom on key issues, ability to structure logically a response, clarity of presentation etc,). Then later I shift to content related issues---- eventually I would like my students to strike a balance between “Capacity of task of completion” & “Quality of the output\HW”---

You need always to remember the following:

- a. It is a THREE weeks course (the equivalent of a 15 weeks course).
- b. We need to complete 14 chapters, case company, and two tests.
- c. Quality web-based (online) teaching and learning is a learner (YOU)-centered (not instructor-centered) environment—It moves from knowledge transmission to learner-controlled systems--- put it in simple words--- YOU (the student\learner) is the DRIVER-
- d. For example, in order to learn—we need to meet deadlines-- to see each other work--- compare notes and comment on each other work--- Online learning is an open not a closed system---
- e. You have to help yourself by helping others (you learn more when we teach) I encourage you to get out of the mental schemata of:
“I don’t care I just want these 3 credits to graduate,”
“if I had other choices I will not have signed to this course,”
“just tell me what to do and I will do it”, etc,
- f. Make an effort to let other students learn from you by being the 1st or 2nd to submit your work. They can look at your work. Learn from your answers, they then state in their report\answers that they based their answers on your analysis). This is a true learning---
- g. We are more accountable when knowing that others rely on us—Your work will get an instant boost of quality
- h. Allow others to critique your work without feeling bad—

I am open for suggestions as long as they are not aiming at the reduction of the scope of the course

