

OB 6303 Course Syllabus
School of Management
The University of Texas at Dallas

Course Information

Course Number/Section OB.6303.501
Course Title Managing Organizations
Term and Dates Fall 2018; Mondays 7:00 pm – 9:45 pm

Professor Contact Information

Instructor: Agnieszka Skuza
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Course Description

This course will address major theoretical perspectives relevant to the effective management of organizations and their practical applications. Topics include organizational design, relationships with other organizations, organizational power and control, and industry behavior. Implications for current organizational events and cultural management will also be considered.

Student Learning Objectives/Outcomes

Upon finishing this course, students are expected to recognize and understand the following course objectives:

1. Recognize the structural dimensions of organizations and the contingencies that influence organizational structure.
 2. Explain how strategy affects organization design.
 3. Explain how organizations adapt to complexity and dynamism in a changing environment.
 4. Define an organizational ecosystem and the changing role of competition.
 5. Explain the stages of international development and describe structural design options for international operations.
 6. Identify mechanisms for global coordination, knowledge transfer, and resolving the tension between global uniformity and local responsiveness.
 7. Define organizational life cycle and define the characteristics and effectiveness of different forms of control.
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Required Textbook

Organization Theory and Design 12th Edition, Richard L. Daft, Cengage Learning; 12 ed. (2015)

Recommended Readings:

Resource dependence theory

Hillman, Amy J., Michael C. Withers and Brian J. Collins, "Resource Dependence Theory: A Review." *Journal of Management*, 35 (2009): 1404-1427.

Institutional theory

Meyer, John W., and Brian Rowan, "Institutionalized Organizations: Formal Structure as Myth and Ceremony." *American Journal of Sociology*, 83 (1977): 340-363.

Scott, W. Richard, "Approaching Adulthood: The Maturing of Institutional Theory." *Theory and Society*, 37 (2008): 427-442.

Transaction cost theory

David, Robert J., and Shin-Kap Han, "A Systematic Assessment of the Empirical Support for Transaction Cost Economics." *Strategic Management Journal*, 25 (2004): 39-58.

Agency theory

Eisenhardt, Kathleen M., "Agency Theory: An Assessment and Review." *Academy of Management Review*, 14 (1989): 57-74.

Shapiro, Susan P. "Agency Theory." *Annual Review of Sociology*, 31 (2005): 263-284.

Political theory

Salancik, Gerald R., and Jeffrey Pfeffer, "Who Gets Power--And How They Hold Onto It: A Strategic-Contingency Model of Power." *Organizational Dynamics*, 5 (1977): 3-21.

Harrison, J. Richard, "The Strategic Use of Corporate Board Committees." *California Management Review*, 30 (1987): 109-125.

Westphal, James D., and Edward J. Zajac, "The Symbolic Management of Stockholders: Corporate Governance Reforms and Shareholder Reactions." *Administrative Science Quarterly*, 43 (1998): 127-153.

Technology

Tushman, Michael L., and Phillip Anderson, "Technological Discontinuities and Organizational Environments." *Administrative Science Quarterly*, 31 (1986): 439-465.

Tushman, Michael, Wendy K. Smith, Robert Chapman Wood, George Westerman, and Charles O'Reilly, "Organizational Designs and Innovation Streams." *Industrial and Corporate Change*, 19 (2010): 1331-1366.

Corporate culture

Sørensen, Jesper B., "The Strength of Corporate Culture and the Reliability of Firm Performance." *Administrative Science Quarterly*, 47 (2002): 70-91.

E-Learning and Communication

You will need to have access to eLearning. Class slides and other relevant materials will be posted on eLearning. In addition, you are advised to check your messages on eLearning frequently, and prior to each class session. This will be the main way to disseminate any messages or instructions relating to the course. A university policy to protect student privacy directs that faculty are not required to answer student **e-mails** unless they are from a **UTD account**. This means that I will not respond to e-mails unless they come from a UTD account.

Assignments:

Written and oral assignments:

Preparation for class is essential for a good grade. Discussion will be based on the materials specified in the Course Schedule. Students are expected to read the materials assigned to each class (see Course Schedule). In-class exercises, which is 15% of the grade, will combine participation in *written exercises in the classroom* (5%) and *2-3-page written assignments* (10%) that should be turned in **at the beginning of the class**. The written assignments are listed in the Course Schedule. If you are not able to attend a class on a given day it is your responsibility to send the answers to the questions with regard to the written assignment as scheduled in the syllabus. **Late work is not accepted.**

The in-class exercise grade is designed so that it is possible for you to miss up to two **classes** without consequence (provided you do well on the others). Repeated missed in-class exercises will hurt your grade.

Project Presentation and Report Format:

Each group of students will be expected to prepare one major group project presentation. The presentation will be accompanied by a 5-7 page (double space, font 12 Times New Roman) research report. Each group will submit the final written report to the instructor on the day of the presentation.

Work is expected to be divided among members of the group. During presentation, all group members should participate equally to obtain full credit for the assignment. The whole presentation should take 30 minutes and must not exceed 40 minutes (presentations longer than that will have to be stopped). Team performance will be graded on the base of quality of presentation, and effectiveness as a team. Reading the presented materials is not recommended and might negatively influence credit for the presentation.

Project report will be graded on the basis of methods of analysis, form of presentation, depth of research study and references (at least 5 references are expected from refereed journals - prime business, economic and international journals).

Exams

There will be two exams. All exams will be weighted the same, and the final exam will not be comprehensive. The exams will be in-class, closed notes and closed book, and will last for the entire class period. Exam questions will consist of true/false, fill-in-the-blank, and multiple choice. Each exam counts for 25% of your grade. Exam questions will test your ability to recall as well as your ability to apply and demonstrate understanding of organizational concepts.

Please note: I will be highlighting info from the text. I will NOT repeat everything in all chapters. BUT, exam questions may come also from information in the text that we did not cover in class.

Final Grade Calculation will be as follows (percent of total points):

97 and above	A+		
94 – 96.99	A		
90 – 93.99	A-	<i>Grade evaluation mix</i>	
87 – 89.99	B+		
84 – 86.99	B	Exam 1	25%
80 – 83.99	B-	Exam 2	25%
75 – 79.99	C+	In class exercises & assignments	15%
70 – 74.99	C	Report and presentation	35%
69.99 – and below	F		

Course & Instructor Policies

No late assignments are accepted and no late tests and examinations are offered. The above restrictions may be waived under special situations; nevertheless, if you do not contact me before the exam, the maximum grade for a make-up exam will be only 80% of the respective possible grades.

Students must bring textbook to each class.

Classroom citizenship

Please come to class on time and stay for the duration of the class session. You should be seated and ready to begin on time. Coming in late or leaving early is disruptive and distracting. **Cell phones must be turned off and put away during class time!** Use of cell phones for any purpose during class time will result in your expulsion from the class for the rest of that day. Similarly, the use of laptops for any purpose other

than taking notes for the current class session or conducting research related to the topic of discussion (as instructed) will result in your expulsion from the class.

It is your responsibility to READ THE SYLLABUS thoroughly and to keep track of all the important dates and requirements.

Course Schedule

DATE	COURSE CONTENT
August 20	Course framework Learning objectives Current challenges that organizations face (Ch.1.)
August 27	Organizations and Organization Design (Ch.1.) Dimensions of Organization Design The Evolution of Organizational Design Organic versus Mechanistic Designated Contemporary Design Ideas Reading assignment: A look inside Xerox Design (Textbook)
September 10 September 17	Strategy, Organization Design, and Effectiveness (Ch.2.) The Role of Strategic Direction in Organization Design Organizational Purpose Selecting Strategy and Design Assessing Organizational Effectiveness Effectiveness Approaches Integrated Effectiveness Model Reading and Written Assignment (due September 17th): “How strategy shapes structure”, C.Kim, R. Mauborgne, Harvard Business Review, September 2009 Written assignment: 1. Explain the difference between a structuralist and reconstructionist approach. 2. Describe how blue ocean strategy alignment enables Dubai to reconstruct the environment.
September 24 October 1	The External Environment (Ch.4) The Organization's Environment The Changing Environment Adapting to Complexity and Dynamism Dependence on Financial Resources Influencing Financial Resources Organization-Environment Integrative Framework Project 1 - The philosophy and practice of sustainability – theory, origin, main assumptions and practical examples (Presentation date - October 1)
October 8	Exam 2 (Ch. 1,2,4)
October 15 October 22	Interorganizational Relationships (Ch.5) Organizational Ecosystem

Resource Dependence
Collaborative Networks
Population Ecology
Institutionalism

Reading and Written Assignment (due October 8th):

“**Resource Dependence Theory: A Review**”, Hillman, Amy J., Michael C. Withers and Brian J. Collins, *Journal of Management*, 35 (2009): 1404-1427.

Written assignment:

1. Explain research trends in resource dependence theory.

**Project 2 – Collaborative networks – an emerging alternative to resource dependence theory (theory, philosophy, collaboration and partnership rationale, influence on organizational competitiveness, future prospects, practical examples)
(Presentation date - October 15)**

October 29
November 5

Designing Organizations for the International Environment (Ch.6)
Entering the Global Arena
The Challenges of Global Design
Designing Structure to Fit Global Strategy
Additional Global Coordination Mechanisms
The Transnational Model of Organization

Reading and Written Assignment (due October 22):

“**How Cultural Differences Affect Organizations**”, Nancy Adler (in N.J. Adler and A. Gundersen, *International Dimensions of Organizational Behavior*, Thomson South-Western, 2008; pp.44-65)

Written assignment:

1. Give one example of cultural differences impact on managerial style and explain its implications.
2. Explain how uncertainty avoidance and power distance influence the way people view their organizations.

Be prepared to discuss the following issues:

1. Implications of Filipino boss’s management style.
2. Hofstede’s dimensions of differences in work-related attitudes and values (individualism-collectivism, power distance, uncertainty avoidance, quality of life-career, Confucian dynamism).
3. Implications of quality of life attitudes among Swedish managers.
4. Influence of organizational culture on national culture (see figure 2-6 pp.64).

Project 3 - Effective cross cultural management – a comparative study of England and France (value system, management styles, team-working, hierarchy, business practices, also use article: Boussebaa, M., & Morgan, G. (2008). Managing talent across national borders: the challenges faced by an international retail group. *Critical Perspectives on International Business*, 4(1), 25–41. (Presentation date - October 29)

November 12

Organization Size, Life Cycle and Decline (Ch.9)
Organization Size: Is Bigger Better
Organizational Life Cycle
Organizational Size, Bureaucracy, and Control
Bureaucracy in a Changing World
Bureaucracy versus Other Forms of Control
Organizational Decline and Downsizing

Project 4 – The role of SMEs in fast-changing global environment – SMEs role in US market (state-level comparison), growth challenges, managerial issues, talent attraction and retention challenges, organizational life cycle and management dilemmas, examples of successful SMEs (Presentation date – November 12)

November 26 Innovation and Change

December 3 Exam 2 (Ch. 5,6,9)

Policy on Cheating

Each student in this course is expected to exercise independent scholarly thought, expression and aptitude. This addendum to the course syllabus is provided to assist you in developing and maintaining academic integrity while seeking scholastic success.

During the examinations or quizzes be prepared:

- to leave all personal belonging at the front of the room or other designated location (this includes cell phones, turned off of course, and beverage containers);
- to present your UTD Comet Card;
- to remove your cap or hat;
- to exchange blue books or bring them early as required;
- to change seating;
- to sign out when exiting the testing room;
- to be escorted for lavatory use.

All episodes of suspected scholastic dishonesty will be reported according to University policy. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students and the University, policies on scholastic dishonesty will be strictly enforced. Penalties that may be assessed for scholastic dishonesty may be reviewed in Subchapter D. Penalties in The University of Dallas' Handbook of Operating Procedures Title V chapter 49.

Bottom Line – I take cheating VERY seriously and will take appropriate action if necessary.

UT Dallas Syllabus Policies and Procedures

The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus.

Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.
