Course Description

An examination of organizational theory and managerial concepts of human behavior in organizations. Topics include theoretical and practical application of motivation, leadership, power, and reward systems. Provides a balanced view of the structural and human sides of organization design.

Course Material(s)

No physical textbook is required; resources are integrated within the course.

Course Learning Outcomes

Upon completion of this course, students should be able to:

1. Analyze the effects and applications of various organizational structures and levels of authority on employee motivation, morale, and culture.
2. Compare and contrast the impact of models of leadership on decision making and change within the organizational structure.
3. Explore sources and effects of power on managing conflict within an organization.
4. Examine the relationship between reward systems, organizational goals, and productivity.
5. Apply the practices of research and theory to models for organizational change.
6. Distinguish among organizational design models and organizational structures.
7. Evaluate organizational design and strategy within the global operations environment.

Credits

Upon completion of this course, the students will earn three (3) hours of college credit.

Course Structure

1. Study Guide: Each unit contains a Study Guide that provides students with the learning outcomes, unit lesson, required reading assignments, and supplemental resources.
2. Learning Outcomes: Each unit contains Learning Outcomes that specify the measurable skills and knowledge students should gain upon completion of the unit.
3. Unit Lesson: Each unit contains a Unit Lesson, which discusses lesson material.
4. Reading Assignments: Each unit contains Reading Assignments from outside resources.
5. Suggested Reading: Suggested Readings are listed in each unit’s study guide. Students are encouraged to read the resources listed if the opportunity arises, but they will not be tested on their knowledge of the Suggested Readings.
6. Learning Activities (Non-Graded): These non-graded Learning Activities are provided to aid students in their course of study.
7. Unit Assignments: Students are required to submit for grading Unit Assignments in Units I-VIII. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with each assignment. Specific information about accessing these rubrics is provided below.
8. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.

9. **Student Break Room:** This communication forum allows for casual conversation with your classmates.

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**CSU Online Library**

The CSU Online Library is available to support your courses and programs. The online library includes databases, journals, e-books, and research guides. These resources are always accessible and can be reached through the library webpage. To access the library, log into the myCSU Student Portal, and click on “CSU Online Library.” You can also access the CSU Online Library from the “My Library” button on the course menu for each course in Blackboard.

The CSU Online Library offers several reference services. E-mail (library@columbiasouthern.edu) and telephone (1.877.268.8046) assistance is available Monday – Thursday from 8 am to 5 pm and Friday from 8 am to 3 pm. The library’s chat reference service, *Ask a Librarian*, is available 24/7; look for the chat box on the online library page.

Librarians can help you develop your research plan or assist you in finding relevant, appropriate, and timely information. Reference requests can include customized keyword search strategies, links to articles, database help, and other services.

**LibGuides**

Click here for the LibGuide for this course.

Think of a LibGuide (a Library Guide) as a mini-website to help you with your assignments. It has relevant information such as databases, ebooks, and websites specific to your courses. If you have any questions, please reach out to your friendly library staff.

**Unit Assignments**

**Unit I Case Study**

In the CSU Online Library, using the Business Source Complete database, search for and read the article titled “Hiring the Very Best,” by Tracy Mullin (2005).

Based on the article, consider the approaches to organizational design. Analyze the effects and applications of the various organizational structures and levels of authority. Given the benefits and motivations mentioned in the article, share an analysis of the referenced company’s impact on employee motivation, morale, and organizational culture.

Your response should be two pages in length, not including the title page or reference page. You are required to cite at least one article from the CSU Online Library (not including the referenced case study article). All sources used must be referenced; paraphrased and quoted material must have accompanying in-text citations in the proper APA format.

The myCSU Student Portal has great learning resources available for students. Please click here to access a case study example to use as a guide for this assignment.

Information about accessing the grading rubric for this assignment is provided below.

**Unit II Case Study**

In the CSU Online Library, using the Business Source Complete database, search for and read the article titled “How Barbie Lost her Groove,” by Nash and Duvall (2005). Compose a persuasive response that includes the following elements:

- Explain why Mattel’s managers were able to slowly change decision making over time and what kinds of cognitive errors contributed.
- Explain and comment on any factors related to organizational culture and innovation within Mattel’s setting that might have influenced the company to move in a more positive direction.
Your response should be two pages in length, not including the title page or reference page. You are required to cite at least one article from the CSU Online Library (not including the referenced case study article). All sources used must be referenced; paraphrased and quoted material must have accompanying in-text citations in the proper APA format.

Information about accessing the grading rubric for this assignment is provided below.

Unit III Project

Examine your own personality by completing a personality test using the following site:
http://www.humanmetrics.com/test. Reflecting on your own personality, respond to this project in an essay, addressing each item below. Include research from at least one scholarly source from the CSU Online Library to support your responses.

- Describe how emotional intelligence and understanding personality types are important for developing relationships.
- Examine the extent to which you believe that personality profiles can help to reduce workplace conflicts.
- Describe personality types of coworkers that cause personality conflicts for you based on your own personality assessment.
- Describe a time you experienced a personality conflict, and discuss how you addressed it.

Format your essay consistent with APA guidelines. Your essay should be two pages in length, not including the title page or reference page. All sources used must be referenced; paraphrased and quoted material must have accompanying in-text citations in the proper APA format.

The myCSU Student Portal has great learning resources available for students. Please click here to access an essay example to use as a guide for this assignment.

Information about accessing the grading rubric for this assignment is provided below.

Unit IV Essay

Identify the major stakeholders in your organization (or one with which you are familiar). Analyze the top-management structure, investigate and enumerate the code of ethics (written or not written), and explain the ethical stance of all stakeholders involved in the organization. Identify the relationship among any reward systems and organizational goals and what positive or negative effect there is on employee productivity. Cite concepts and ideas from the unit readings to compliment your work.

Format your essay consistent with APA guidelines, and use at least one scholarly source from the CSU Online Library. Your essay should be two pages in length, not including the title page or reference page. All sources used must be referenced; paraphrased and quoted material must have accompanying in-text citations in the proper APA format.

Information about accessing the grading rubric for this assignment is provided below.

Unit V Essay

Al-Haddad & Kotnour (2015) describes the change models of Kotter and Lewin. In an essay, compare and contrast these change models or any other early research that focuses on individual behaviors and resistance to change.

1. Explain each step of the change model.
2. Compare and contrast each model of change.
3. Explain the impact of each model on implementing change and resistance to change.

Your essay should be three pages in length, not including the title page or reference page. Cite at least one scholarly article from the CSU Online Library (not including the referenced case study article). You must accompany all referenced, paraphrased, and quoted material and sources used with in-text citations in the proper APA format.

The myCSU Student Portal has great learning resources available for students. Please click here to access an essay example to use as a guide for this assignment.

Information about accessing the grading rubric for this assignment is provided below.
Unit VI PowerPoint Presentation

In a PowerPoint presentation (approximately 10 slides), explain why organizational structures differ. Define and provide an example of the four reasons why structures differ, which are as follows:

1. strategy,
2. organizational size,
3. technology, and
4. environment.

Be sure to cite any sources used in a reference slide by utilizing APA formatting. Cite at least one scholarly article from the CSU Online Library. Title and reference slides do not count toward the required length of the presentation. You are encouraged to use the slide notes function, when appropriate, to clarify the purpose and intent for each slide.

PowerPoint Best Practices is a tutorial that will help you learn to build a presentation using techniques that make your PowerPoint easy to view and understand. Click here to access this webinar.

Information about accessing the grading rubric for this assignment is provided below.

Unit VII Essay

In a persuasive essay, link organizational technology, value, and strategy. You may use a real-life organization you have researched (or worked for) in order to illustrate your argument. Cite at least one article using a CSU Online Library database to support your essay’s main ideas. Use section headers to share your findings, and persuade readers on the following topics:

- Identify three kinds of technology in an organization.
- Explain how different types of technology create different competencies.
- Describe how technology impacts organizational culture.
- Explain how technology can help organizational effectiveness.
- Relate how technology can propel an organization’s global expansion strategies.

You can find an article for this assignment by going to the CSU Online Library. Choose a database to search for your article, and then type key words in the database’s search box to find an article related to your topic. If you have any questions, the librarians’ contact information can be found on the right side of the library’s page.

Your essay should be two pages in length, not including the title page or reference page. You are required to cite at least one article from the CSU Online Library. All sources used must be referenced; paraphrased and quoted material must have accompanying in-text citations in the proper APA format.

Information about accessing the grading rubric for this assignment is provided below.

Unit VIII PowerPoint Presentation

Imagine you are an executive for an organization of your choice, and you are preparing a presentation for the board of directors about the organization’s direction.

Create a PowerPoint presentation (approximately 10 to 15 slides), with speaker notes, in which you address the following components:

- Describe the organizational structure and design.
- Examine the organization’s differentiation and growth strategy.
- Analyze strategic options and a management approach the organization uses as it relates to the organization’s goals and strategies.
- Analyze the corporate culture and methods used to influence employee satisfaction and retention.

Format your presentation consistent with APA guidelines. All sources used must be referenced; paraphrased and quoted material must have accompanying in-text citations in the proper APA format. Use at least one scholarly article from the CSU Online Library.
Information about accessing the grading rubric for this assignment is provided below.

**APA Guidelines**

The application of the APA writing style shall be practical, functional, and appropriate to each academic level, with the primary purpose being the documentation (citation) of sources. CSU requires that students use APA style for certain papers and projects. Students should always carefully read and follow assignment directions and review the associated grading rubric when available. Students can find CSU’s Citation Guide by clicking here. This document includes examples and sample papers and provides information on how to contact the CSU Success Center.

**Grading Rubrics**

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include: (1) Assessment (Written Response) and (2) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper) will have its own rubric. The Assignment rubrics are built into Blackboard, allowing students to review them prior to beginning the Assignment and again once the Assignment has been scored. This rubric can be accessed via the Assignment link located within the unit where it is to be submitted. Students may also access the rubric through the course menu by selecting “Tools” and then “My Grades.”

Again, it is vitally important for you to become familiar with these rubrics because their application to your Assessments and Assignments is the method by which your instructor assigns all grades.

**Communication Forums**

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Once you have completed Unit VIII, you MUST unsubscribe from the forum; otherwise, you will continue to receive e-mail updates from the forum. You will not be able to unsubscribe after your course end date.

Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.

**Ask the Professor**

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.
Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

Grading

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Case Studies (2 @ 13%)</td>
<td>26%</td>
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<tr>
<td>Essays (3 @ 12%)</td>
<td>36%</td>
</tr>
<tr>
<td>PowerPoint Presentations (2 @ 13%)</td>
<td>26%</td>
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<tr>
<td>Unit III Project</td>
<td>12%</td>
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<tr>
<td>Total</td>
<td>100%</td>
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Course Schedule/Checklist (PLEASE PRINT)

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.
## MBA 6001, Organizational Research and Theory

### Course Schedule

By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

<table>
<thead>
<tr>
<th>Unit I</th>
<th>Organizational Structures and Levels of Authority</th>
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</table>
| Review: | □ Unit Study Guide  
□ **Learning Activities (Non-Graded):** See Study Guide |
| Read:   | □ **Reading Assignment:** See Study Guide  
□ **Suggested Reading:** See Study Guide |
| Submit: | □ Case Study |
| Notes/Goals: | |

<table>
<thead>
<tr>
<th>Unit II</th>
<th>Leadership, Decision Making, and Organizational Strategies</th>
</tr>
</thead>
</table>
| Review: | □ Unit Study Guide  
□ **Learning Activities (Non-Graded):** See Study Guide |
| Read:   | □ **Reading Assignment:** See Study Guide  
□ **Suggested Reading:** See Study Guide |
| Submit: | □ Case Study |
| Notes/Goals: | |

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<tr>
<th>Unit III</th>
<th>Power, Politics, and Conflict</th>
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</thead>
</table>
| Review:  | □ Unit Study Guide  
□ **Learning Activities (Non-Graded):** See Study Guide |
| Read:    | □ **Reading Assignment:** See Study Guide  
□ **Suggested Reading:** See Study Guide |
| Submit:  | □ Project |
| Notes/Goals: | |
## Unit IV
**Reward Systems and Productivity**

**Review:**
- Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

**Read:**
- **Reading Assignment:** See Study Guide
- **Suggested Reading:** See Study Guide

**Submit:**
- Essay

Notes/Goals:

## Unit V
**Models for Organizational Change**

**Review:**
- Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

**Read:**
- **Reading Assignment:** See Study Guide
- **Suggested Reading:** See Study Guide

**Submit:**
- Essay

Notes/Goals:

## Unit VI
**Organizational Design Models and Organizational Structures**

**Review:**
- Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

**Read:**
- **Reading Assignment:** See Study Guide
- **Suggested Reading:** See Study Guide

**Submit:**
- PowerPoint Presentation

Notes/Goals:

## Unit VII
**Organizational Design and Strategy within the Global Operations Environment**

**Review:**
- Unit Study Guide
- **Learning Activities (Non-Graded):** See Study Guide

**Read:**
- **Reading Assignment:** See Study Guide
- **Suggested Reading:** See Study Guide

**Submit:**
- Essay

Notes/Goals:
<table>
<thead>
<tr>
<th>Unit VIII</th>
<th>The Direction of Organizational Research and Theory</th>
</tr>
</thead>
</table>
| **Review:** | - Unit Study Guide  
- **Learning Activities (Non-Graded):** See Study Guide |
| **Read:** | - **Reading Assignment:** See Study Guide  
- **Suggested Reading:** See Study Guide |
| **Submit:** | - **PowerPoint Presentation** |

Notes/Goals: