Course Description

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 Textbook


Course Learning Outcomes

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

1. Examine organizational foundations and integrate concepts of organizational theory, design, and change to evaluate and promote organizational effectiveness within diverse environments.
2. Distinguish among organizational stakeholders and describe strategies used to create and maintain an ethical organization utilizing authority, agency theory, and legal models within a culturally sound framework.
3. Classify the organizational environment and utilize resource dependency theory and transaction cost theory to explain why stakeholders select different types of linkage mechanism to manage competitive interdependencies.
4. Discriminate among organizational design models and prevailing theory surrounding mechanistic and organic organizational structures.
5. Compare and contrast organizational authority and control structures and apply concepts of differentiation to describe an organization’s hierarchy and bureaucratic structure and impact on specialization and coordination among subgroups.
6. Explain organizational culture and describe how socialization tactics are used to create norms and values among members and to create socially responsible organizations.
7. Analyze and evaluate organizational design and strategy within the global operations environment and differentiate strategy implementation by organizational level and environmental influences.
8. Describe organizational theories related to organizational design, competency, and technology and differentiate among change theories and organizational life cycle models.
9. Integrate various theories and models to analyze organizational decision making, knowledge management, innovation, and factors impacting organizational learning.
10. Differentiate among conflict, power, and political models and describe sources of organizational power and conflict resolution strategies.

Credits

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

Course Structure

1. **Unit Learning Outcomes:** Each unit contains Learning Outcomes that specify the measurable skills and knowledge students should gain upon completion of the unit.
2. **Unit Lesson:** Each unit contains a Unit Lesson, which discusses unit material.
3. **Reading Assignments**: Each unit contains Reading Assignments from one or more chapters from the textbook. Supplemental Readings and chapter presentations are provided in the unit study guides to aid students in their course of study.

4. **Learning Activities (Non-Graded)**: The non-graded Learning Activity provided in Unit III is to aid students in their course of study.

5. **Key Terms**: Key Terms are intended to guide students in their course of study. Students should pay particular attention to Key Terms as they represent important concepts within the unit material and reading.

6. **Discussion Boards**: Discussion Boards are a part of all CSU term courses. Information and specifications regarding these assignments are provided in the Academic Policies listed in the Course Menu bar.

7. **Unit Assessments**: This course contains eight Unit Assessments, one to be completed at the end of each unit. Assessments are composed of multiple-choice questions and written response questions.

8. **Research Paper Outline**: Students are also required to submit a Research Paper Outline in Unit IV. The purpose of this outline is to ensure that you have selected a topic relevant to class and to begin early guidance is the paper development process. Specific information and instructions regarding these assignments are provided below. A grading rubric is included with this assignment. Specific information about accessing this rubric is provided below.

9. **Research Paper**: Students are required to submit for grading a Research Paper in Unit VIII. Details and instructions regarding this assignment can be found below. A grading rubric is included with this assignment. Specific information for accessing this rubric is included below.

10. **Ask the Professor**: This communication forum provides you with an opportunity to ask your professor general or course content related questions.

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

**CSU Online Library**

There is a virtual library with resources, including both journals and ebooks, to support your program and your course at Columbia Southern University. eResources are accessible 24 hours a day/7 days a week from the CSU Online Library gateway page. To access the library, log into myCSU, and then click on CSU Online Library. Resources are organized in the library by title, but if you click on Research Guides, you will find eResources arranged by subject.

The Library Reference service is available 7 days a week; you can reach CSU’s virtual librarians by e-mailing thevirtuallibrarian@columbiasouthern.edu. These professional librarians will be glad to help you develop your research plan or to assist you in any way in finding relevant, appropriate, and timely information.

Librarian responses may occur within minutes or hours, but it will never take more than 24 hours for a librarian to send a response to the e-mail address you have provided. Replies to reference requests may include customized keyword search strategies, links to videos, research guides, screen captures, attachments, a phone call, live screen sharing, meeting room appointments, and other forms of instruction.

**Research Paper Outline**

Your outline must have a clear topic sentence, thesis, and outline of your intended paper. The purpose of this outline is to ensure that you have fleshed out the structure of your paper and to begin early guidance in the paper development process. Your professor may approve, amend, or decline your outline pending resolution of problems. It is therefore recommended that you do not write your Research Paper until you have received professor’s approval. Instructions for submitting your assignment can be found under the Research Paper Outline link in Unit IV.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**Research Paper**

This activity requires you to write a Research Paper on the subject of processes that control and manage organizations.
Format

The Research Paper must be at least 10 pages in length, not including the cover page and references. CSU requires that students use the APA format in writing course papers. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. Your paper must contain at least five professional references and may include internet sources, books, and professional journals or resources related to the profession.

Topic: Organizations utilize lateral relationships as legitimate avenues of information, and influence flows constitute the new generation of organizational forms. Write a paper that explains the number of different lateral structural arrangements in use in organizations, excluding project teams, matrix structures, organic systems, and professional organizations.

To submit your completed Research Paper, upload it through the “view/complete” link under the “Research Paper” link located in Unit VIII. Do not e-mail your paper directly to your professor. By using the Research Paper link, your university record will automatically be updated to indicate you have submitted your paper and the paper will be provided to your professor for grading. Instructions for submitting your assignment can be found under the Research Paper link in Unit VIII.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

APA Guidelines

CSU requires that students use APA style for papers and projects. Therefore, the APA rules for formatting, quoting, paraphrasing, citing, and listing of sources are to be followed. A document titled “Citation Guide” is available for you to download from the Citation Resources link found in the Learning Resources area of the myCSU Student Portal. This document includes examples and sample papers and provides information on how to contact the CSU Success Center.

Blackboard Grading Rubrics

Assignment Rubrics

One or more assignments in this course utilizes a Blackboard Grading Rubric. A rubric is a tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of an assignment. Your professor will use the Blackboard Grading Rubric to assign points and provide feedback for the assignment.

You are encouraged to view the assignment rubric before submitting your work. This will allow you to review the evaluation criteria as you prepare your assignments. You may access the rubric in “My Grades” through the “Tools” button in your course menu. Click the “View Rubric” link to see the evaluation criteria for the assignment. Upon receiving your assignment grade, you may view your grade breakdown and feedback in the rubric.

CSU Grading Rubrics for Papers/Projects, Discussion Boards, and Assessments

The Learning Resource area of the myCSU Student Portal provides the rubrics, and information on how to use them, for Discussion Boards, written response questions in Unit Assessments, and Research Papers/Projects.

The course writing assignments will be graded based on the CSU Grading Rubric for all types of writing assignments, unless otherwise specified within assignment instructions. In addition, all papers will be submitted for electronic evaluation to rule out plagiarism. Course projects will contain project specific grading criteria defined in the project directions.

To view the rubrics, click the Academic Policies link on the Course Menu, or access it through the CSU Grading Rubric link found in the Learning Resources area of the myCSU Student Portal.

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.

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

- Discussion Boards (8 @ 2%) = 16%
- Unit Assessments (8 @ 7.5%) = 60%
- Unit IV Research Paper Outline = 4%
- Research Paper = 20%
- Total = 100%

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.
## 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.

### Unit I: Introduction to Organizational Theory

**Review:**
- Unit Study Guide

**Read:**
- Chapter 1: Organizations and Organizational Effectiveness
- Chapter 2: Stakeholders, Managers, and Ethics
- Supplemental Reading: See Study Guide

**Discuss:**
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)

**Submit:**
- Assessment by Tuesday, Midnight (Central Time)

**Notes/Goals:**

### Unit II: Organizational Design within the Global Environment

**Review:**
- Unit Study Guide

**Read:**
- Chapter 3: Organizing in a Changing Global Environment
- Chapter 4: Basic Challenges of Organizational Design
- Supplemental Reading: See Study Guide

**Discuss:**
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

**Submit:**
- Assessment by Tuesday, Midnight (Central Time)

**Notes/Goals:**

### Unit III: Designing Organizational Structure

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

**Read:**
- Chapter 5: Designing Organizational Structure: Authority and Control
- Supplemental Reading: See Study Guide

**Discuss:**
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time)

**Submit:**
- Assessment by Tuesday, Midnight (Central Time)

**Notes/Goals:**
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| **Read:** | □ Chapter 6: Designing Organizational Structure: Specialization and Coordination  
               □ Chapter 7: Creating and Managing Organizational Culture  
               □ Supplemental Reading: See Study Guide |
| **Discuss:** | □ Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
                   □ Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time) |
| **Submit:** | □ Assessment by Tuesday, Midnight (Central Time)  
              □ Research Paper Outline by Tuesday, Midnight (Central Time) |
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| **Read:** | □ Chapter 8: Organizational Design and Strategy in a Changing Global Environment  
               □ Chapter 9: Organizational Design, Competences, and Technology  
               □ Supplemental Reading: See Study Guide |
| **Discuss:** | □ Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
                   □ Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time) |
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| **Read:** | □ Chapter 10: Types and Forms of Organizational Change  
               □ Chapter 11: Organizational Transformations: Birth, Growth, Decline, and Death  
               □ Supplemental Reading: See Study Guide |
| **Discuss:** | □ Discussion Board Response: Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
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| **Read:** | □ **Chapter 12:** Decision Making, Learning, Knowledge Management, and Information Technology  
□ **Chapter 13:** Innovation, Intrapreneurship, and Creativity  
□ **Supplemental Reading:** See Study Guide |
| **Discuss:** | □ **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
□ **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, Midnight (Central Time) |
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| **Read:** | □ **Chapter 14:** Managing Conflict, Power, and Politics  
□ **Supplemental Reading:** See Study Guide |
| **Discuss:** | □ **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, Midnight (Central Time)  
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