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.

Prerequisites
None

Course Textbook

Course Learning Objectives
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 Objectives:** Each unit contains Unit Learning Objectives that specify the measurable skills and knowledge students should gain upon completion of the unit.
2. **Written Lectures:** Each unit contains a Written Lecture, which discusses lesson material.
3. **Reading Assignments:** Each unit contains Reading Assignments from one or more chapters from the textbook. Chapter presentations are provided in each unit study guide as Supplemental Reading to aid students their course of study.
4. **Learning Activities (Non-Graded):** These non-graded Learning Activities are provided 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. **Unit Assessments:** This course contains eight Unit Assessments, one to be completed at the end of each unit.
7. **Article Critique:** Students are required to submit for grading an Article Critique in Unit III. Details and instructions regarding this assignment can be found below.
8. **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. Students are also required to submit a Research Paper Outline in Unit IV. This assignment should be e-mailed to your professor for Unit IV. The purpose of this outline is to insure that you have selected a topic relevant to class and to begin early guidance is the paper development process.
9. **Ask the Professor:** This communication forum provides you with an opportunity to ask your professor general or course content related questions.
10. **Student Break Room:** This communication forum allows for casual conversation with your classmates.

Article Critique

This assignment requires that you review an article from one of the journals listed below* that relates to a topic of interest in organizational theory. A strategy for selecting an article is to look at the table of contents in your textbook and place key words into CSU’s Online Library search engine. The article should not be more than five years old. Select an article that has sufficient content that you can write a review of two pages in length. A sample Article Critique can be found below.

List of journals:

- Academy of Management Review
- Administrative Science Quarterly
- Business and Society in Review
- Business Finance
- Decision Sciences
- Financial Management
- Forbes Magazine
- Harvard Business Review
- Healthcare Financial Management
- Industrial and Labor Relations Review
- Journal of Accountancy
- Journal of Applied Economics and Policy
- Journal of Applied Psychology
- Journal of Business Ethics
- Journal of Finance
- Journal of Financial Statement Analysis
- Journal of Management Studies
- Personnel Today
- Public Administration Quarterly

* Other journals may be considered with the approval of your professor.
Outline your article in the following manner and adhere to the APA guidelines:

- A brief introduction of the article.
- A statement of the problem.
- A description of procedures.
- Flaws in the procedural design.
- Analysis of the data.
- Limited and justifiable conclusions.

A sample Article Critique can be found below. This sample should be used as a guide for an Article Critique and NOT as a reference for APA.

**Sample Article Critique (by Jo Ann Jolley)*

This is a descriptive study of the perception of service delivery in the public sector compared to that in the private sector. The design of this study is not complex, and it reports fairly simple statistical data. As in most descriptive research, it does not attempt to answer the question why, but lays a foundation for future research of that question.

*Used by permission of Ms. Jolley

**Statement of the Research Problem**

The researchers state that while there is a widespread assumption that service delivery in the private sector is superior to that in the public sector a 1991 study by Miller and Miller found “generally favorable assessments…for most local government services” (Poister and Henry, 1994, p. 157). Poister and Henry’s (1994) study was designed to examine Georgia residents’ assessment of the quality of local public and private sector services. The survey responses were reviewed to determine how the assessment of the quality of public services compared with that of private sector services. In addition, perceptions of the public were compared with those of recent consumers.

Poister and Henry (1994) provide an adequate literature review on service quality, including several studies on quality in the public sector. The scope of their study was limited to Georgia residents. They did not provide precise meanings of significant words, but this is probably not unusual in descriptive research. Their definition of this research question was adequate.

**Description of the Research Procedure**

The researchers provided information on their method of collecting data. It was sufficient to allow evaluation of their method and permit duplication of their study. The mention of a “computer assisted telephone interviewing system” (Poister and Henry, 1994, p. 156) was somewhat unclear. Was the system only used to select respondents and assign them sets of questions or was the interview actually conducted by the computer? Even with standardized responses the possibility of interviewer bias exists through inflection and prompts. This would not be a factor if a computer conducted the interview.

**Flaws in Procedural Design**

The researchers did discuss the difficulty of attempting to parallel public and private services. While agreeing that direct comparisons in many types of services were impossible, they attempted to compensate for this by soliciting ratings across broad slates of public and private services. Poister and Henry (1994) discussed the wide variation in quality ratings of both sectors. They emphasized that their findings should only be viewed in an overall context and not as a direct comparison of any one service.

**Analysis of Data**

As previously mentioned, the sample characteristics of the Georgia study favorably compared to the population characteristics. Results paralleling the Miller and Miller (1992) findings tend to support the reliability of the Georgia study. The findings of the ratings of recent users versus those of the public are also supported by the studies of Katz et al. (1975). A minimum of information is given on the statistical findings. The mean, standard deviation, and significance are given in an easy to read table and provide the basic necessities for evaluation.

**Limited and Justifiable Conclusions**

Poister and Henry (1994) posed their central question as: “How does the public’s assessment of the quality of specific public services compare with that of private sector services?” (p. 156). The specific conclusion of this study is that
“Georgia residents exhibited no particular tendency to rate the quality of local public services as better or worse than other services provided by businesses in their local communities” (p. 158). This study supports only this specific conclusion.

To submit your completed Article Critique upload it through the “view/complete” link under the “Article Critique” link located in Unit III. **Do not e-mail your paper directly to your professor.** By using the Article Critique 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 Article Critique link in Unit III.

**Research Paper Outline**

An outline of your proposed research paper should be emailed to your professor for Unit IV. The outline you submit in Unit IV is a non-graded assignment. Your outline must have a clear topic sentence, thesis, and outline of your intended paper. The purpose of this outline is to insure that you have selected a topic relevant to class 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.

**Research Paper**

This activity requires you to write a Research Paper on a subject of your choice within Organizational Research and Theory.

**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.

Example topics include:

1. Environments shape organizations. In turn, organizations also shape the environments in which they interact. Organizations, in part, also choose which environments they enter and exit, choose which coalitions are most desirable, and determine the contexts in which they function. Write a paper that draws from the professional literature to address these issues and explains how organizations relate strategically to their environments.

2. All organizations must secure a continuing supply of resources from their environments. The initial mix of resources mobilized when an organization is created is critical as these resources constitute a structural pattern that tends to persist and is imprinted on organizational members. Develop a paper that addresses these issues; explains how all organizations compete for resources, which describes the consequences and costs of obtaining resources; and how resource attainment varies with the type of organization and environment, as well as with the organization’s stage of development.

3. 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.

4. A topic you select with the consent of your professor.

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.
APA Guidelines

CSU requires that students use the 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 “APA Guidelines Summary” is available for you to download from the APA Guide Link, found in the Learning Resources area of the myCSU Student Portal. It may also be accessed from the Student Resources link on the Course Menu. This document provides links to several internet sites that provide comprehensive information on APA formatting, including examples and sample papers.

CSU Grading Rubric for Papers/Projects

The course papers will be graded based on the CSU Grading Rubric for all types of papers. 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 rubric, click the Academic Policies link on the Course Menu, or by accessing 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.

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

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

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

**Submit:**
- Assessment

Notes/Goals:

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

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

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

**Submit:**
- Assessment

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

**Submit:**
- Assessment
- **Article Critique**

Notes/Goals:
## MBA 6001, Organizational Research and Theory

### Course Schedule

#### Unit IV
**Organizational Specialization, Coordination, and Management of Culture**

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

**Read:**
- Chapter 6: Designing Organizational Structure: Specialization and Coordination
- Chapter 7: Creating and Managing Organizational Culture
- **Supplemental Reading:** See Study Guide

**Submit:**
- Assessment
- Research Paper Outline

**Notes/Goals:**

#### Unit V
**Organizational Design in Changing Global Environments**

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

**Read:**
- Chapter 8: Organizational Design and Strategy in a Changing Global Environment
- Chapter 9: Organizational Design, Competences, and Technology
- **Supplemental Reading:** See Study Guide

**Submit:**
- Assessment

**Notes/Goals:**

#### Unit VI
**Organizational Change and Stages of Transformation**

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

**Read:**
- Chapter 10: Types and Forms of Organizational Change
- Chapter 11: Organizational Transformations: Birth, Growth, Decline, and Death
- **Supplemental Reading:** See Study Guide

**Submit:**
- Assessment

**Notes/Goals:**
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<th>Unit VII</th>
<th>Organizational Decision Making, Technology, and Innovation</th>
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<td>Read:</td>
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