

Commerce

University of Toronto

Organization Theory and Design

MGT 363H1S

Course Outline

Course Meets: Thursdays / 2:00 pm – 4:00 pm / WO 20

Instructor: Alison Kemper

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Office Hours: Thursdays 1– 2 pm WO13

Course material will be posted to Blackboard, available through <https://portal.utoronto.ca>

Course Scope and Mission

Organizations are all around us in society: we study in them, work for them, depend on them for goods and services, and we are often regulated or highly influenced by them.

Therefore, we should aim to better understand them. Understanding organizations is essential to becoming more effective analysts, managers and leaders.

An extensive body of research and theory has developed over time regarding what makes for an effective organization. Applied to business, this theory largely concerns how different organizational design choices facilitate or hinder the achievement of organizational goals (e.g., profit, survival) in competitive marketplaces.

We will explore organization theory with an emphasis on understanding organizations as systems, and on the practical applications of these theories for organization management. In this course, the organization itself (not the individual members who comprise it) will be the primary focus of our reading, analysis and discussion. As such, organization theory offers a unique perspective for those interested in business studies.

Course Prerequisites

There are no course prerequisites for MGT 363.

Required Readings

Daft, R. L. (2006). *Organization theory and design* (9th ed.). Mason, Ohio: Thomson/South-Western College Pub.

Supplemental material occasionally may be handed out in class or posted on Blackboard.

Evaluation and Grades

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well he or she has command of the course materials.

		<u>Due Date</u>
Class Participation	15%	Ongoing
Group Media Presentation	10%	One per class, starting session 3
Mid Term Exam	25%	February 14
Group Project Proposal	No Grade*	March 7
Group Project Report	25%	April 11
Final Exam	25%	During Faculty of Arts & Science Final Examination period

*Final reports from groups who fail to submit the project proposal on time will not be graded.

Missed Assignments/Midterms

Students may miss an assignment or midterm test due to illness, domestic affliction, or in the case of part time students, work commitments, without academic penalty providing the appropriate documentation is received and approved in a timely manner.

In such cases students must notify the Commerce Office on the date of the missed assignment or midterm and a medical certificate, employer's letter or other supporting evidence must be submitted to the Commerce Office within 48 hours of the due date of the assignment or the test date. Students who do not provide the Commerce Office or the instructor appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the assignment or test.

When students have missed an assignment for legitimate reasons, they are required to complete a make-up assignment, which is similar in purpose, but different in format/content as compared to the one originally assigned. Group work (e.g., in-class presentations) must be completed by all group members. Any assignment that is missed for reasons deemed illegitimate is given a mark of zero.

Course Work & Academic Honesty

Overview of Course Work

This class consists of lecture, discussion, in-class presentations, class exercises, cases, video(s) and written assignments. You may be called upon to present your work or contribute to the class discussion at any time. Be prepared to participate in class by ensuring that you have read the assigned material

before class. I would also strongly recommend taking detailed in-class notes and reviewing them after class, while the material is fresh in your mind. I expect you to attend every class on time, and stay for the entire session. If you have an unavoidable conflict, which makes it impossible for you to attend a particular session, please notify me at least 24 hours in advance.

[Updated] The mid-term and final exams will both be written examinations, in which non-electronic aids are permitted. The closed-book mid-term will cover course material inclusive of Sessions 1 to 6, and the open-book final will cover material inclusive of Sessions 1 to 13.

Submission of Assignments

Assignments must be received by the beginning of class (i.e., 2 pm) the day they are due. Late submission of any assignment may be considered. However, in such circumstances an academic penalty of 10% per day late will be applied.

Academic Misconduct

The University's Code of Behaviour on Academic Matters ("Code") applies to all Commerce students. The Code prohibits all forms of academic dishonesty including, but not limited to, cheating, plagiarism, and the use of unauthorized aids. Students violating the Code may be subject to penalties up to and including suspension or expulsion from the University. A copy of the Code may be found at:

<http://www.utoronto.ca/govcncl/pap/policies/behaveac.html>

Additionally, further information from the Faculty of Arts & Science regarding the procedures and prevention of Academic Offences may be found at

http://www.artsci.utoronto.ca/main/faculty/acaresources/pdfs/academic_pt2_2007.pdf

Students are expected to conduct themselves with the utmost integrity during their time at the University of Toronto and, without limiting the foregoing, will:

Maintain an optimal learning and work environment for themselves and others (cooperation, keeping commitments, attendance, on-time arrival, preparation in advance, participation and non-disturbance during classes, provide support to colleagues and program administration...)

- Submit only original work, giving credit to others where appropriate;
- Neither give nor receive unauthorized aid in examinations or on assignments;
- Contribute substantially and proportionally to each group assignment;
- Ensure enough familiarity with the entire contents of group assignments so as to be able to sign off on them as original work;
- Accept and acknowledge that assignments found to be plagiarized in any way will be subject to sanctions under the University's Code of Behaviour on Academic Matters;
- Represent themselves honestly to members of the Commerce community and to outsiders;
- Represent Commerce appropriately to the outside world, and act as professionals (integrity, deportment, reasonableness and respect).

Weekly Schedule

Session	Topic	Readings/Activities
#1 - January 10	Course Overview	Daft 1
#2 - January 17	Strategy	Daft 2 Stakeholder Analysis
#3 - January 24	Structure	Daft 3
#4 - January 31	External Environment and Interorganizational Relationships	Daft 4, 5
#5 - February 7	Technology: Manufacturing and Service	Daft 7 Technology of Sport
#6 - February 14	Mid-term Exam	
February 21	READING WEEK No class	
#7 - February 28	Organizational Culture and Ethics	Daft 10, plus pp. 224-226 Video: The Corporation
#8 - March 6	IT and Knowledge Management	Daft 8 Royce Consulting
#9 - March 13	Size, Life Cycle and Decline	Daft 9
#10 - March 20	Decision Making	Daft 12 Mist Ridge
#11 - March 27	Conflict, Power and Politics	Daft 13 Organizational Exercise
#12 - April 3	Innovation and Change	Daft 11 Shoe Corporation
#13 - April 10	Organizations for the International Environment Wrap-up and Integration	Daft 6 Alpha-Beta
During Faculty of Arts & Science Final Examination period		Final Exam