



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline

RSM 464 H1F

Organization Theory and its Applications

Fall 2014

Course Meets: Thursdays, 4:00-6:00 PM / WO 25

Instructor: Ann Armstrong (*off campus*)
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Course Scope and Mission

How to put a strategy into practice? How to implement a major organizational change? Why are some firms so much more innovative than others? Why is it that successful companies with a long history can fail so suddenly and spectacularly? Why might managers make decisions based on half-truths rather than hard facts? Why is it that some companies remain unsuccessful despite having an apparently good strategy? How do informal social networks within firms create advantage for some people at the expense of others—in terms of pay, promotions, and the ability to generate good ideas? And why are some people in given a company (or society) much more powerful than their *equally talented and equally hardworking* peers?

These are some of the questions that organization theory helps to address. Organization theory is an evidence-based, sociological approach to organizations that allows managers to analyze and design organizations (i.e., firms as well as non-profit organizations) more effectively. Organization theory also allows us to understand the social forces that affect our own careers in a more accurate and nuanced way.

This course emphasizes the *practical applications* of organization theory in topics that are essential to organizational success, including strategy implementation, innovation, organizational structure and culture, change management, and power and influence. Throughout the course, we will also consider the lessons and implications that organization theory offers for individuals' careers. In short, this course is about ideas and practices that can make or break organizations and careers. Thus this course is relevant to students considering careers in a wide range of fields, including (but not limited to) corporate management, strategy and management consulting, HR, entrepreneurship, finance, and law.

Course Prerequisites

RSM260H1

Course Exclusions

RSM360H1

Required Readings

The main readings are the lecture notes and slides covered in class. The textbook by Daft and Armstrong, *Organization Theory and Design (3rd Can. ed.)*, provides a detailed overview of the discipline of organization theory. It is available as an e-book and is a recommended course reading. Occasionally, short required readings might be handed out in class or posted on the course website.

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>Work</u> | | <u>Due Date</u> |
|-----------------------------------|-----|------------------|
| 1. Class Participation/Attendance | 12% | Ongoing |
| 2. Three short quizzes | 15% | Variable |
| 3. Individual short paper | 10% | Oct 9 |
| 4. Research participation | 3% | TBA |
| 5. Team project – final report | 30% | End of the term |
| 6. Open Book final exam | 30% | FAS final period |

1. Class Participation/Attendance (12%)

You are expected to attend and actively participate in each class session. I expect you to arrive on time, stay for the entire session, and actively contribute to class discussion.

2. Short Quizzes (15%)

To enhance your overall learning effectiveness, I will give three short quizzes through the semester. (It's a divide-and-conquer strategy, and students in the past have overwhelmingly preferred this testing method to the alternative: a cumulative midterm exam). Your best 2 quiz scores will count towards your grade. Quizzes (and their general topic) will be announced (typically one week) in advance.

3. Individual Short Paper (10%)

Specific details of this assignment will be announced in advance. This paper should be approximately 500-600 words, typed double-spaced. Write clearly and concisely and indicate all your sources. If you are not sure where to start looking for information, or how you might think about this assignment, please see me well in advance of the due date. Note: Short papers will be examined using plagiarism detection software such as turnitin and will also be compared to student submissions from previous years.

4. Research Participation (3%)

Marketing and Organizational Behavior researchers develop hypotheses and run experimental studies to test these hypotheses against actual behavior. The research requirement in this course is intended to supplement the material on marketing and organizational behavior by giving you more direct exposure to research in marketing and organizational behavior. Once you complete this research requirement, you will be given 3 points toward your grade in this course. In order that you might better understand the research process, you may fulfill this requirement

by: (1) participation in three research studies; or (2) analysis of three articles that report research studies.

PARTICIPATION: To participate in a research study, sign-up for an account online at <http://rotman-credit.sona-systems.com>. When you request an account, make sure you fill out all of the information accurately, including selecting the correct course and section, to ensure that you receive credit. Once you have an account, you may read over the descriptions of research studies that are posted online. When you identify a study in which you would like to participate, you may view available timeslots for that study and sign-up online to participate. Participation in the actual research study will take between 45 and 60 minutes. You will be debriefed at the end of the study, and you will be asked to answer a question about some aspect of the study. Once you correctly answer the question you will be given credit for completing one study. You must complete three studies to fulfill your research participation requirement in this course. You should try to participate in the research studies earlier in the term; there is often a rush on research studies during the last weeks of class, and we cannot guarantee places to those who attempt to sign-up during the last week. The research participation requirement **MUST BE COMPLETED BY NOVEMBER 22ND, 2014.**

OR

ANALYSIS OF ARTICLE: To analyze an article, go to the Robarts library and find a copy of one of the approved journals. If you are in a marketing course, you may use the *Journal of Consumer Research*, the *Journal of Marketing*, or *Marketing Science*. If you are in an organizational behaviour course, you may use the *Academy of Management Journal*, the *Journal of Applied Psychology*, the *Journal of Organizational Behavior*, or *Personnel Psychology*. Look through the articles from the previous three years until you find one that interests you. Read the article. Write a summary of: 1) the objectives and hypotheses of the article; 2) the importance of the issues to the marketing or organizational behaviour community; 3) the research reported in the article, including the design of the study, the sample, and the materials (stimuli) used in the study, 4) the key results, 5) strengths and weaknesses of the study, and 6) the usefulness of the results to marketers or organizational behaviour practitioners. The analysis will be graded on a pass/fail basis. You will need to review three articles to complete your research requirement. Please contact Robert Latimer (robert.latimer@rotman.utoronto.ca) if you would like to analyze research articles to fulfill your research requirement. Hard copies should be left in the mailbox of Robert Latimer in the Rotman School. Write-ups submitted by fax or email will not be accepted. The *analysis of article* research requirement **MUST BE COMPLETED BY NOVEMBER 22ND, 2014.**

5. Team Project (30%)

In teams of 3-5, you will analyze a case—or a set of cases—by applying appropriate theories to generate insights about organizational processes, design, and change. More information about the final project will be posted on Blackboard and provided in class in advance.

6. Open-book Final Exam (30%)

The final exam will be an open-book written examination, in which the use of (non-electronic) aids is permitted.

COURSE FORMAT AND EXPECTATIONS

To Use Turnitin.com:

Normally students will be required to submit their course essays to Turnitin.com for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the Turnitin.com reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the university's use of the Turnitin.com service are described on the Turnitin.com website.

For Written Assignments:

Please note that clear, concise, and correct writing will be considered in the evaluation of Assignments 3 and 5. That is, you may lose points for writing that impedes communication: poor organization, weak paragraph development, excessive wordiness, hard-to-follow sentence structure, spelling mistakes and grammatical errors. Students who require additional support and/or tutoring with respect to their writing skills are encouraged to visit the Academic Success Centre (www.asc.utoronto.ca) or one of the College Writing Centres (www.writing.utoronto.ca/writing-centres). These centres are teaching facilities – not editing services, where trained staff can assist students in developing their academic writing skills. There is no charge for the instruction and support.

For Group Work:

The team project requires students to work in teams of 3 to 5.

Learning to work together in teams is an important aspect of your education and preparation for your future careers. That said, project-based teamwork is often new to students and you are therefore reminded of the following expectations with respect to behaviour and contributions to your team project.

1. Read the document entitled, “Working in Teams: Guidelines for Rotman Commerce Students” which is available on the RC portal under the Academic Services tab.

2. When working in a team, Rotman Commerce students are expected to:

- Treat other members with courtesy and respect;
- Honour the ground rules established by the team;
- Contribute substantially and proportionally to the final project;
- Ensure enough familiarity with the entire contents of the group project/assignment so as to be able to sign off on it as original work;
- Meet the project timeline as established by the team.

3. Resolving conflicts:

Conflicts are part of the team’s process of learning how to work together effectively and when handled well can generate creativity and bring-multiple perspectives to the solution.

Student teams are collectively expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). In cases where teams are unable to arrive at a solution that works for all members, the team must meet with the Rotman Commerce Team Coach** as soon as possible. The Coach will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

** For an appointment with a Rotman Commerce Team Coach, please contact Nikoleta Vlamis at nikoleta@nikoletaandassociates.com or Elaine Zapotoczny at elaine@nikoletaandassociates.com. Nikoleta and Elaine are highly skilled at facilitating team dynamics and collaboration. Note that the Team Coach’s role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.

Weekly Schedule (as of August 19, 2014)

| Session | Date | Topic |
|----------------|-------------|---|
| 1 | Sept 11 | Introduction & Overview |
| 2 | Sept 18 | Strategy Formulation & Execution |
| 3 | Sept 25 | Formal Organizational Structure |
| 4 | Oct 2 | Informal Organizational Structure |
| 5 | Oct 9 | Decision Making in Organizations [Individual short papers due!] |
| 6 | Oct 16 | Culture and Diversity |
| 7 | Oct 23 | Organizational Change I |
| 8 | Oct 30 | Organizational Change II |
| 9 | Nov 6 | Organizing for Innovation |
| 10 | Nov 13 | Power & Conflict |
| 11 | Nov 20 | Special Topic - TBD |
| 12 | Nov 27 | Final review & Debrief [Team reports due!] |
| Final Exam | TBA by FAS | |

POLICY AND PROCEDURE

Missed Tests and Assignments (including midterm examinations)

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. Provided that notification and documentation are provided in a timely manner, and that the request is subsequently approved, no academic penalty will be applied.

In such cases, students must notify Rotman Commerce on the date of the missed test (or due date in the case of course work) and submit supporting documentation (e.g. [Verification of](#)

[Student Illness or Injury form](#)) to the Rotman Commerce Program Office within **48 hours** of the originally scheduled test or due date. Students who do not provide Rotman Commerce or the instructor with appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed test or course deliverable.

Note that the physician's report must establish that the patient was examined and diagnosed at the time of illness, not after the fact. Rotman Commerce will not accept a statement that merely confirms a report of illness made by the student and documented by the physician.

Late Assignments

All assignments are due at the beginning of class on the date specified in the course outline. Students who, for reasons beyond their control, are unable to submit an assignment by its deadline must obtain approval from the instructor for an extension. Supporting documentation will be required as per the policy on missed tests and assignments.

Accessibility Needs

The University of Toronto is committed to accessibility. If you require accommodations for a disability, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible: disability.services@utoronto.ca or <http://www.accessibility.utoronto.ca/>.

Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarships at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the UofT degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

The University of Toronto's Code of Behaviour on Academic Matters

<http://www.governingcouncil.utoronto.ca/policies/behaveac.htm> outlines the behaviours that constitute academic misconduct, the process for addressing academic offences, and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments:

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams:

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation:

- Falsifying institutional documents or grades.

- Falsifying or altering any documentation required by the University, including (but not limited to), medical notes.

All suspected cases of academic dishonesty will be investigated by the following procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any question about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other UofT resources such as College Writing Centres or the Academic Success Centre.

Email

At times, the course instructor may decide to communicate important course information by email. As such, all UofT students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up AND properly entered on the ROSI system. For more information please visit <http://help.ic.utoronto.ca/category/3/utmail.html>.

Forwarding your utoronto.ca email to a Hotmail, Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

Blackboard and the Course Page

The online course page for this course is accessed through Blackboard. To access the course page, go to the UofT Portal login at <https://portal.utoronto.ca/> and log in using your UTORid and password. Once you have logged in, look for the My Courses module where you'll find the link to all your course websites. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours. If the course does not appear, go to the Information Commons Help Desk in Robarts Library, 1st floor, for help, or explore the Portal Information and Help at www.portalinfo.utoronto.ca/students and review the Frequently Asked Questions.

Recording Lectures

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission, and may not do so unless permission is granted (note: students who have been previously granted permission to record lectures as an accommodation for a disability are, of course, excepted). This includes tape recording, filming, photographing PowerPoint slides, Blackboard materials, etc.

If permission is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in anyway. It is absolutely forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.