



# Rotman Commerce UNIVERSITY OF TORONTO

## Course Outline

### RSM 464 H1F

#### Organization Theory and its Applications

Fall 2015

Course Meets: Thursdays, 4:00-6:00 PM/ WO 35

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## Course Scope and Mission

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.

An understanding of organizational theory and design helps you to address such issues as (1) how to put a strategy into practice, (2) how to implement a major organizational change, (3) why managers might make decisions based on half-truths rather than hard facts, (4) why some companies remain unsuccessful despite having an apparently good strategy, and (5) why some people in an organization (or society) are much more powerful than their equally talented and equally hardworking peers.

**Course Prerequisites** RSM260H1

**Course Exclusions** RSM360H1

## **Required Readings**

The textbook by Daft, R. and Armstrong, A. *Organization Theory and Design (3rd Can. ed.)*, provides a detailed overview of the discipline of organization theory and design. It is available as an e-book: see <http://www.coursesmart.com/organization-theory-and-design-3rd-edition/daft-armstrong/dp/9780176532208>. The textbook has been placed on reserve in the BIC. Other required readings will be handed out in class or posted on Bb.

## **Evaluation and Grades**

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

<u>Work</u>		<u>Due Date</u>
Class Participation/Attendance	10%	Ongoing
Research Participation	3%	Variable
Three Short Papers	30%	Oct 1, Oct 29, Nov 26 <i>before class</i>
Team Project	32%	Dec 3 <i>before class</i>
Final Exam	25%	During Faculty of Arts & Science Final Examination period

## **COURSE FORMAT AND EXPECTATIONS**

### **Class Participation/Attendance (10%)**

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.

### **Research Participation (3%)**

Organizational Behaviour and Marketing researchers develop hypotheses and run experimental studies to test these hypotheses with actual behaviour. You are required to participate in three research studies. You will receive 1% credit for each hour of research you participate in. You also have the alternative option of analyzing up to three articles that report research studies, each worth 1%. This opportunity is intended to supplement the material by giving you more direct exposure to management research.

**Participation in Research Studies.** To participate in a research study, sign-up for an account online at <https://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 each study will take between 45 and 60 minutes. Studies will involve minimal or no risk to participants. All studies have been approved through the University of Toronto's ethics review process. You will be debriefed at the end of the study. You will be given credit for completing the study once you correctly answer a question about some aspect of the study.

Please contact [robert.latimer@rotman.utoronto.ca](mailto:robert.latimer@rotman.utoronto.ca) with questions concerning research studies. You will be given more information on this during class in the coming weeks by Robert Latimer.

**Analysis of Article.** To analyze an article, go to the library web site and find an article that interests you in one of the following journals: the *Administrative Science Quarterly*, the *Academy of Management Journal*, the *Journal of Applied Psychology*, *Organizational Behaviour and Human Decision Processes*, or *Personnel Psychology*. The article should be published between 2009-2014. Read the article. Write a one-page summary of (a) the objectives and hypotheses of the article, (b) the importance of the issues to organizational behaviour, (c) the research reported in the article, including the design of the study, the sample, and the materials (stimuli) used in the study, (d) the key results, (e) the strengths and weaknesses of the study, and (f) the usefulness of the results to organizational behaviour practitioners. The analysis will be graded on a pass/fail basis.

### **Three Short Papers (3 x 10%)**

You will write three short papers on core topics in the discipline of organizational theory and design. They will be assigned early in the term and will be drawn from the discussion questions at the end of the chapters. Each paper should be about 750 ± 100 words

### **Team Project (32%)**

The team project consists of analyzing a film by applying relevant theories from the course. I will provide some possible films and you are welcome to recommend some. More details will be provided in class.

### **Open-book Final Exam (25%)**

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

#### *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 the short papers and team project. 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](http://www.asc.utoronto.ca)) or one of the College Writing Centres ([www.writing.utoronto.ca/writing-centres](http://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 film analysis 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; to work well in teams, it helps to follow a set of core expectations to best succeed at your team projects.

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. When handled well, it can generate creativity and bring-multiple perspectives to the solution.

Student teams are expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). When 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 Elaine Zapotoczny at [elaine@nikoletaandassociates.com](mailto:elaine@nikoletaandassociates.com). Elaine is 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 25, 2015)**

Session	Date	Topic	Readings & Activities
1	Sep 17	Welcome to the World of Organizations	Read: Text, Chapter 1 Activity: What is an Organization?
2	Sep 24	Strategy and Effectiveness	Read: Text, Chapter 2 Case: Jones Soda, Text, pp. 83-86
3	Oct 1	Organizational Structure	Read: Text, Chapter 3 Activity: You and Organizational Structure, Text, p. 130 <b>Short Paper 1 due</b>
4	Oct 8	External Environment	Read: Text, Chapter 4 Case: Vancity:..., Text, pp. 171-177
5	Oct 15	Inter-organizational Relationships	Read: Text, Chapter 5 Case: Apple, Text, pp. 204-206
6	Oct 22	International Organizations	Read: Text, Chapter 6 Case: Ivanhoe Mines, Text, pp. 244-245

7	Oct 29	Organizational Size, Life Cycle and Decline	Read: Text, Chapter 8 Activity: Video <b>Short Paper 2 due</b>
8	Nov 5	Organizational Culture	Read: Text, Chapter 9, Activity: Discussion of What I Learned at Google, <i>Fast Company</i>
9	Nov 12	Innovation and Change	Read, Text, Chapter 10 Activity: Forcefield Tool
10	Nov 19	Decision-making	Read: Text, Chapter 11 Activity: Mist Ridge, Text, pp. 449-451
11	Nov 26	Conflict and Power	Read: Text, Chapter 12 Activity: How do you Handle Conflict? Text, pp. 482-483 <b>Short Paper 3 due</b>
12	Dec 3	Technologies	Read: Text, Chapter 7 Course Review <b>Team Project due</b>
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.

Missed assignments will be addressed on an individual basis and may consist of make-up short papers, etc.

### **Late Assignments**

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:

[accessibility.services@utoronto.ca](mailto:accessibility.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 <http://www.portalinfo.utoronto.ca/content/information-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.