

# GLC720 Organizational Theory and Design

## (3 credit hours)

### Course Syllabus

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## Course Description

The course explores the theoretical foundation for organizational learning and system-wide design in culturally diverse organizations. Analysis of organizational culture and innovative change will create awareness of cross-cultural differences. Students will evaluate the influence of power and politics on decision making and leadership practice.

## Course Learning Outcomes

By the end of this course, you will be able to:

1. Describe the fundamentals of organizational structure and design models, open systems, the external environment, organizational size, life cycle and decline.
2. Evaluate organization design and strategy within the global business environment.
3. Synthesize attitudes, beliefs, ethical and cultural values that influence organizational climate and practices.
4. Identify influences of power, politics, conflict and coalitions in organizational design.
5. Prioritize preferred leadership values and characteristics to effectively influence followers within differing global cultures.
6. Analyze an organization's effectiveness and recommend specific improvements using reframing elements to change and improve leadership practice.

## Required Textbook(s) and Resources

For this course you will need to purchase the following materials:

Bolman, Lee G. and Terrence Deal. 2017. *Reframing organizations: Artistry, choice and leadership* (6th ed.). Jossey-Bass. ISBN: 978-1-119-28181-8.

Daft, Richard L. 2020. *Organization theory and design* (13th ed.). Centage Learning. ISBN: 978-0-357-44514-3.

Be sure to see the weekly **Explore** sections for additional resources. For access to databases, research help, and writing tips, visit the [TU Library](#). Consider registering for one of the library's webinars on library research, source evaluation, copyright, and other topics, at the [Library Events - Upcoming Events](#) page. For further assistance email a librarian, at: [library@tiffin.edu](mailto:library@tiffin.edu).

## Time Commitment

Effective time management is possibly the single most critical element to your academic success. To do well in this class you should plan your time wisely. With our accelerated, seven-week term, you should reserve roughly **twenty (20) hours per week** to complete readings and assignments.

To help plan your time and keep on track toward successful course completion, note the distinctive rhythm of assignment due dates:

1. All times assume Eastern Time (GMT-4).
2. Weeks begin at 12:00 a.m. ET on Monday and end at 11:55 p.m. ET on Sunday.
3. Unless otherwise noted, initial forum discussion posts are due by **11:55 p.m. ET** on **Wednesdays** and response posts are due by **11:55 p.m. ET** on **Saturdays**.
4. Major assignments and reflections are typically due by **11:55 p.m. ET** on **Sundays**.

## Learning Activities

Graded assessments for this course consist of 7 weekly discussion forums (for 50 points each), 10 written assignments (for 50 points each), a 50-point project in Week 3 and the final course project, worth 100 points, in Week 7.

## Grading

The chart below identifies the individual contributions from each type of activity, per week.

Activity	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Total
Discussion	50	50	50	50	50	50	50	350
Assignment	100 (2)	50	--	100 (2)	100 (2)	50	100 (2)	500
Project	--	--	50	--	--	--	100	150
<b>Total</b>	<b>150</b>	<b>100</b>	<b>100</b>	<b>150</b>	<b>150</b>	<b>100</b>	<b>250</b>	<b>1000</b>

## Grading Scale

Grade	Percentage
A	90-100%
B	80-89%
C	70-79%

Grade	Percentage
F	<70%

Please see the [Academic Bulletin](#) for grade appeal information.

## Course Schedule and Weekly Checklist

Topic	Learning Activities (Due by 11:55 p.m. ET on day designated)
Week 1: Introduction: Making Sense of Organizations	<input type="checkbox"/> WED: Activity 1.1: Meet Your Classmates (Forum) <input type="checkbox"/> WED: Activity 1.2 (Forum): Organized Activity in Society <input type="checkbox"/> SAT: Activity 1.2 Forum Responses <input type="checkbox"/> SUN: Activity 1.3: Structural Dimensions of an Organization <input type="checkbox"/> SUN: Activity 1.4: Evolution of Style Questionnaire
Week 2: Organizational Purpose, Structure and Design	<input type="checkbox"/> WED: Activity 2.1 (Forum): Organizational Efficiency vs. Learning <input type="checkbox"/> SAT: Activity 2.1 Forum Responses <input type="checkbox"/> SUN: Activity 2.2: Memorandum to Your CEO
Week 3: Human Resources in Organizations	<input type="checkbox"/> WED: Activity 3.1 (Forum): Human Motivation and Resource Assumptions <input type="checkbox"/> SAT: Activity 3.1 Forum Responses <input type="checkbox"/> SUN: Activity 3.2: Improving Motivation and Reducing Conflict
Week 4: Organizational Culture, Ethics, Innovation and Change	<input type="checkbox"/> WED: Activity 4.1 (Forum): Culture and Organizational Symbols <input type="checkbox"/> SAT: Activity 4.1 Forum Responses <input type="checkbox"/> SUN: Activity 4.2: National Industrial Products <input type="checkbox"/> SUN: Activity 4.3: Practical Exercise
Week 5: Conflict, Power, Influence and Politics	<input type="checkbox"/> WED: Activity 5.1 (Forum): Power, Authority and Empowerment <input type="checkbox"/> SAT: Activity 5.1 Forum Responses <input type="checkbox"/> SUN: Activity 5.2: Political Agents, Arenas, and Social Change <input type="checkbox"/> SUN: Activity 5.3: Case Study (Oxford Plastics Company)

Topic	Learning Activities (Due by 11:55 p.m. ET on day designated)
<p style="text-align: center;">Week 6: Organizations and the Global Environment</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> WED: Activity 6.1 (Forum): The Challenge of Organizational Evolution</li> <li><input type="checkbox"/> SAT: Activity 6.1 Forum Responses</li> <li><input type="checkbox"/> SUN: Activity 6.2: Evaluation of Entry in the Mexican Market</li> </ul>
<p style="text-align: center;">Week 7: Decision Making and Improving Leadership Practice</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> WED: Activity 7.1 (Forum): Decision Making Models</li> <li><input type="checkbox"/> SAT: Activity 7.1 Forum Responses</li> <li><input type="checkbox"/> SUN: Activity 7.2: PowerPoint Presentation</li> <li><input type="checkbox"/> SUN: Activity 7.3: Bias in Decision-Making</li> <li><input type="checkbox"/> SUN: Activity 7.4: White Paper (Final Exam)</li> </ul>

## Tips for Success

Online learning requires self-discipline and self-direction. As seekers of the truth, we should be willing to challenge one another's academic work in a spirit of respectful comradery. Your course is a place for you to grow as you benefit from the expertise, experience, and diverse perspectives of your instructor and peers. Constructive feedback will challenge you to stretch your own thinking, thereby expanding your knowledge and understanding.

To get the most out of your learning experience, you should actively engage (participate) in **ALL** course activities. Course elements in any given week are arranged chronologically. To complete a week, simply work your way "down the page" through all of the course materials and activities.

## Your Instructor Will Expect You to:

- Thoroughly review orientation materials (Start Here) within the first 48 hours of the term.
- Monitor your TU email account **daily** for important updates and announcements.
- Take ownership of your learning experience and act in a proactive, self-directed manner. That means:
  - Fully participate in all learning activities.
  - Complete assignments as described in rubrics or other instructions.
  - Submit all work on time and in the specified format (e.g. APA format for citations).
  - Utilize and incorporate instructor provided feedback to improve your work.
  - Ask questions so you can better understand course material or assignments.

- Use the highest standards of intellectual honesty and integrity. For more information, see the TU guide: [Digital Literacy: Netiquette and Internet Safety](#).
- Treat others respectfully and demonstrate "netiquette" (online politeness and respectfulness) at all times. TU celebrates cultural uniqueness and expects all students to be considerate and thoughtful throughout their learning experiences.

### **You Should Expect Your Instructor to:**

- Post an introductory announcement/email at the beginning of each week to provide updates and help you prepare for the week's activities.
- Maintain an active and engaged presence in all course activities and throughout the course.
- Respond to your emailed questions within 48 hours, if not sooner.
- Clearly communicate any absences or expected non-participation due to extenuating circumstances. For example, "I will be traveling to attend a funeral this week and may not be able to respond to questions or participate in forums for a couple of days."
- When grading your work:
  - clearly indicate their grading approach (what they like to see in submitted work as well as what types of errors they tend to penalize more harshly),
  - thoroughly review and evaluate your submissions in a timely manner (in less than 5 days for most assignments), and
  - provide constructive feedback on the strengths and weaknesses of your work with suggestions on how you can improve your performance on future assignments.
- Advocate for your success as a learner and help guide you toward successful completion of the course activities and most importantly, attainment of the course learning outcomes.

### **Advising & Technical Support**

For advising, contact Nick Bollinger (PhD Program Coordinator), at: [bollingern@tiffin.edu](mailto:bollingern@tiffin.edu) or 419-448-3397. For Moodle support, either email [moodlesupport@tiffin.edu](mailto:moodlesupport@tiffin.edu) or call the 24/7 Technical Support Call Center at 855-664-1200. For non-Moodle support, contact the Tiffin University ITS helpdesk at the number above or submit a [support ticket](#).

### **Disability Services**

The Office of Disability Services supports the institutional commitment to diversity by providing educational opportunities for qualified individuals with disabilities through accessible programs and services in compliance with Section 504 of the Rehabilitation Act of 1973 and Title III of the Americans with Disabilities Act (ADA) of 1990. If you need reasonable accommodations due to

a documented disability, contact the Office for Equity, Access, & Opportunity via email at [disabilityservices@tiffin.edu](mailto:disabilityservices@tiffin.edu) or by calling 419-448-3021.

## **Veterans**

The Veteran and Military Resource Center assists veterans, active Military, and spouses of current service members in utilizing their education benefits. VMRC provides information regarding benefit processes and procedures, as well as support in navigating the transition from military to academic life by facilitating connections with the appropriate support services on campus. More information can be found on the Veteran and Military Resource Center website, at <http://www.tiffin.edu/va>.

## **Comments or Concerns**

TU's online programs are designed to be student *driven*: to empower you with a voice and stake in your learning. Our courses feature multiple and varied ways that you can share feedback, and we invite you to become an active voice and help drive our improvement efforts. In addition to providing in-course feedback, we encourage you to submit questions or comments directly to the online team at [online@tiffin.edu](mailto:online@tiffin.edu).