EASTERN KENTUCKY UNIVERSITY
COLLEGE OF BUSINESS AND TECHNOLOGY
Department of Management, Marketing & International Business
Course Syllabus
Fall, 2015

COURSE NUMBER: MGT 400  
TH 2:00 – 3:15  
BTC 102

COURSE TITLE: Organization Theory  
CRN 10104

INSTRUCTOR: Allen D. Engle, Sr.  
Office: BCT 120  
Phone: 622-6549  
E-mail: allen.engle@eku.edu  
Web page: www.people.eku.edu/englea

OFFICE HOURS: Tues & Thur 8:30-9:30, 12:30-2:00, 3:30-4:30, Wed. 1:00-3:00

PREREQUISITES: MGT 300


SUPPLEMENTAL MATERIALS: None, reserve reading on web page.

COURSE DESCRIPTION: Principles of organization design as they relate to goals and strategy formulation, environmental conditions, technology, job design, control systems, and decision making.

STUDENT LEARNING OUTCOMES: This course applies problem-solving, case-oriented techniques to demonstrate the factors having a bearing on the types of organizational structure each firm should consider. Students will be able to:
1. Present the various structural options available to organizational executives, present their advantages and disadvantages and assess their effectiveness.
2. Students will also understand the relationship between these structural types and forms and outside variables, such as technology, environment and strategy.
3. Finally students will be able to apply this knowledge in a case context and accurately determine the structural form in the case, present alternative structural options and assess how and why their proposed structure will be more effective in the case situation.
COURSE REQUIREMENTS:

1. Students are required to contribute extensively to in-class discussions. Class time will be devoted to: 1. reviewing the models and theories of the text, and 2. abstracting cases, defining the significant problems of the cases and recommending structural changes in the case firm in order to apply the theoretical models in the text. The course builds upon previous definitions and models, so the student must assess new information in the light of previous material. This requires students to integrate materials across topic areas as the course develops. If the instructor begins to suspect the students are not properly preparing for the class discussion, he reserves the right to give a series of unannounced quizzes on the material.

2. Students will take a series of three open book, open note, in-class exams requiring them to apply particular chapters or topics to solve a particular case problem or respond to a series of essay questions.

3. Teams of two to three students will select a timely topic in organizational design, research four articles from the professional literature on the topic and write up a brief, three to five typed page report on the topic and its relevance to management practices. Three copies of these reports will be collected in an accessible spot and each student will be expected to read and write up a one paragraph summary of four student reports other than their own. Reports will be evaluated based upon the clarity of report, thoroughness in reviewing the four articles and association of the articles to our readings in the class.

COURSE EVALUATION PROCESS: Final course grades will be determined according to the following criteria:

Two Exams (Open Book, in-class) 100 points each 200 points
Participation/Quizzes 100 points
Research Paper and Peer Review 50 points
Cumulative Final 150 points
Total Points Possible 500 points

Grading scale: 90%=A, 89-80%=B, 79-70%=C, 69-60=D, <60=F

STUDENT PROGRESS REPORTING: Feedback on the evaluation of exams, presentations and participation status will be provided to the students as soon as possible.

STUDENTS’ MATERIALS: The professor retains the right to retain for pedagogical reasons either the original, or a copy, of any student’s test, written assignment, paper, video, or similar work submitted by the student, either individually or as a group project, for this class. Student’s names will be deleted from any retained items.

ATTENDANCE POLICY: Students are expected to attend all classes. Any missed work will be made up only with a legitimate, documented excuse. The instructor is the final judge of what
a legitimate excuse is and what is not. There will be no opportunity to make up participation, pop quizzes or presentations.

**ACADEMIC INTEGRITY STATEMENT:** Students are advised that EKU’s Academic Integrity Policy will strictly be enforced in this course. The Academic Integrity policy is available at [www.academicintegrity.eku.edu](http://www.academicintegrity.eku.edu) Questions regarding the policy may be directed to the Office of Academic Integrity.

**ACADEMIC ACCOMMODATION:** A student with a “disability” may be an individual with a physical or mental impairment that substantially limits one or more major life activities such as learning, seeing or hearing. Additionally, pregnancy or a related medical condition that causes a similar substantial limitation may also be considered a disability under the ADA. If you are registered with the Office of Services for Individuals with Disabilities, please obtain your accommodation letters from the OSID and present them to the course instructor to discuss any academic accommodations you need. If you believe you need accommodation and are not registered with the OSID, please contact the office in the Whitlock Building Room 361 by email at disserv@eku.edu or by telephone at (859) 622-2933. Upon individual request, this syllabus can be made available in an alternative format.

**ADVISING:** In order to better serve students’ advising needs, all MMIB students must meet with their advisors during the MMIB advising period, October 19—November 12. All GBU, MGT, MKT, and BME majors are required to come for an advising session with their academic advisor during the MMIB advising period. To help you register as early as possible, please sign up for an appointment with your advisor on the sign-up sheet outside each advisor’s office. Any student who does not take advantage of this advising opportunity during the focused advising dates above will be advised based on the availability of his/her advisor during faculty office hours. Be sure to bring a tentative schedule and a copy of your Degree Works audit with you to your advising appointment.

**ENGLE 8/15**

**EKU WILL DEVELOP INFORMED, CRITICAL & CREATIVE THINKERS WHO COMMUNICATE EFFECTIVELY.**  
*(EKU Quality Enhancement Plan, 2009)*
TENTATIVE OUTLINE OF ACTIVITIES

SECTION ONE: OVERVIEW, INTRODUCTION AND DEPENDENT VARIABLES:

Tue 8/25 Introduction, Definitions;
Thu 8/27 Chapter 1, Organizations and Stakeholders
Tue 9/1 Ch. 1, cont.; Engle’s, Web reading on Organizational Effectiveness
Thu 9/3 Web reading, cont.
MON 9/7 ACADEMIC HOLIDAY
Tue 9/8 Case Analysis-Live Case notes
Thu 9/10 LIVE CASE: EKU's Business Programs- Brainstorming

SECTION TWO: INDEPENDENT VARIABLES:

Tue 9/15 Chapter 2, Systems, Design and Ethics
Thu 9/17 Chapter 4, Organizational Design as Control
Tue 9/22 Ch. 4, cont.; CASE 2: The Paradoxical Twins, p.428
Thu 9/24 Chapter 5, Authority and Control
Tue 9/29 Ch. 5, cont., Chapter 6, Specialization and Control
Thu 10/1 Ch. 6, cont.
Tue 10/6 CASE 4: The Scaffold Plank Incident, p. 439
THU 10/8 EXAM ONE (CHAPTERS 1&2, 4-6)

SECTION THREE: MODERATOR VARIABLES:

(A) ENVIRONMENT

Tue 10/13 ACADEMIC HOLIDAY
Thu 10/15 Chapter 7, Organizational Culture
Tue 10/20 CASE 7: Southwest Airlines, p. 459
Thu 10/22 Chapter 3, Organizational Environment
Tue 10/27 Chapter 8, Strategy and Structure
Thu 10/29 CASE 9: Philips, N.V. p. 474
TUE 11/3 EXAM TWO (CHAPTERS 3, 7-8)

(B) TECHNOLOGY

Thu 11/5 Chapter 9, The Construct of Technology
Tue 11/10 Ch. 9, cont.; Chapter 10, Developments in Technology
Thu 11/12 Ch 10, cont.; CASE 6: Bennett’s Machine Shop, p. 447

SECTION FOUR: ONGOING PROCESSES:

Tue 11/17 Chapter 11, Organizational Renewal
Thu 11/19 Chapter 12, Decision Making & Organizational Learning; PAPERS DUE IN
<table>
<thead>
<tr>
<th>Day</th>
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<tbody>
<tr>
<td>Tue</td>
<td>11/24</td>
<td>Ch. 12, cont.</td>
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<tr>
<td>Thu</td>
<td>11/26</td>
<td>ACADEMIC HOLIDAY</td>
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<tr>
<td>Tue</td>
<td>12/1</td>
<td>Chapter 13, Innovation and Change</td>
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<tr>
<td>Thu</td>
<td>12/3</td>
<td>Chapter 14, Power and Conflict; CASE 10: &quot;Ramrod&quot; Stockwell, p. 476</td>
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**PAPER REACTIONS DUE IN**

**FINAL EXAM: THURSDAY, DECEMBER 10, 1:00-3:00.**

ENGL 8/15