

Organizational Theory, Design and Development
PADM 608; CRN 31961
Spring, 2019
Course Syllabus

This is a blended course, we will physically meet together in RH204 on selected Tuesdays between 530pm and 815pm. All other classes will be conducted Online via Blackboard.

Location: Rasmusson Hall -- Room: 204 & Blackboard

Meeting Time: In-class on selected Tuesdays 530pm - 815pm; Online classes begin Tuesday 12 Midnight through the following Tuesday 11:59pm.

In-class meetings: January 15th, February 12th, April 2nd and April 16th.

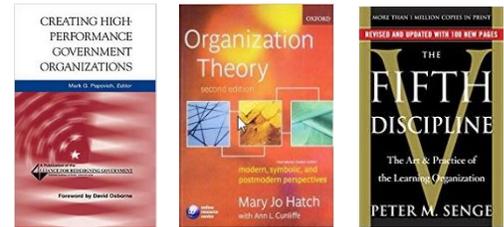
Instructor: John Duffy, jduffy@alaska.edu, cell: 907-830-7307, office hours: by appointment. Feel free to call or email at your convenience. A note on emails - if you do not receive a response within 12 hours, do not hesitate to send a reminder.

Course Texts:

Required:

1. Creating High Performance Government Organizations by Popovich.
2. Organization Theory by Hatch.
3. The Fifth Discipline by Senge.

Cases: All case studies, articles and suggested videos may be found in the course's Blackboard.



Course Description

Organizational Theory, Design, and Development provides students with contemporary theories of how managers attempt to increase organizational effectiveness. Organizations are required to continuously find better ways to operate in order to maintain their relevance and effectiveness in our contemporary time. The course covers the major themes for maintaining relevance and effectiveness.

This course focuses on the organization as a whole and its relationship with the environment. Specific topics include organizational effectiveness, complexity, structure, processes, management, power, politics, and culture. Both theoretical underpinnings and practical applications are equally emphasized in this course.

The information, tools, and techniques outlined in this course are readily transferable, and arguably required, for success in any professional field whether, private, non-profit or public sectors. In addition, the course will prepare learners student with the necessary knowledge to be effective in organizations, large and small, and be able to recognize structural problems and design remedies for their improvement.

Course Objectives and Outcomes

Upon completion of this course, learners will achieve the following objectives and outcomes:

- Ability to understand how organizations work and be successful in working within an organization.
- Knowledge of the tools, and their use, to implement effective organizational design and development.
- Knowledge of the common pitfalls related of organizational change and development and how to avoid them.
- Ability to navigate complex and changing organizational environments.
- Knowledge of the relationships between national events and political and cultural perceptions that impact public organizational environments.
- Knowledge of organizational theory and the use of practical models and tools that develop organizational resilience.
- Understand the relationship between organizational change, redesign, and organizational effectiveness
- Understand the change process and the techniques that can be used to help an organization achieve its desired future state
- Understand the key components of how organizations behave, develop and change,
- Three major challenges in the design of an effective organization,
- Further develop critical thinking as well as oral and written communication skills
- Explain how organizations both affect and are affected by their environments
- Work as a team to complete a research project, cases, and exercises
- Develop an awareness of how one leads and organizes in the areas of leading change, influencing organizational culture, motivating people, and designing organizations,

Technology Requirements¹

The course requires that you have a current/active UAA Username and password. For assistance go to: <http://me.uaa.alaska.edu>

The course also requires you to have a computer with internet connectivity and the most current versions of the following:

- Web browsers [Internet Explorer 10](#), [Chrome](#) and [Firefox](#)
- Operating System: latest version of Windows
- Latest update of [Java](#)
- Review [Blackboard Collaborate for First Time Users](#), If MAC user, download [Blackboard Collaborate Launcher](#)

¹ Source: Melissa B. White, Spring, 2015 CIS A105 Syllabus .

Instructional Methods

The course will be delivered online and will use several approaches:

- Lectures (in-class & video-based),
- Class-based group discussion of readings,
- Short writing assignments (short essays),
- Assessments,
- Collaborative-based examination, and
- Final project,

Through these approaches course participants will become familiar with the key theories and concepts of organization theory, design and development.

The course relies upon the pedagogical theory that we learn by doing and applying knowledge to real world problems. Course participants will be exposed to actual tools of the trade, and typical predicaments faced by managers, leaders, researchers, and analysts evaluating and leading organizations. Students and the instructor will work as a team to understand the theories and tools of organization theory, design and development and their application. Learning to critique journal articles, putting your thoughts into words, and working in groups; are other important aspects of learning by doing.

Assignments/Grades/Requirements

The course will rely on a combination of lecture, discussion of assigned readings and journal articles; therefore, online participation and collaboration is essential as well as completing the assigned readings, weekly essays, weekly assessments, examination and final project.



memegenerator.net

All materials for the course are posted on UAA Blackboard. Each session has its own Blackboard folder containing a To Do List, Assignments and other related material for each session. Separate folders are provided for the collaborative examination as well as the rubrics for all assignments. Weekly readings will also be discussed; the discussion will typically be initiated with a question or two from the instructor.

Assignments/Grades/Requirements

The course will rely on a combination of lecture, discussion of assigned readings and assessments; therefore, participation and collaboration are essential as well as completing the assigned readings, essays, assessments, examination and final project.

The following grading scale will apply for the course:

A: - 90% to 100% (A- 90-91; A+ 99-100)

B: 80% to 89% (B- 80-81; B+ 88-89)

C: 70% to 79% (C- 70-71; C+ 78-79)

D: 60% to 69% (D- 60-61; D+ 68-69)

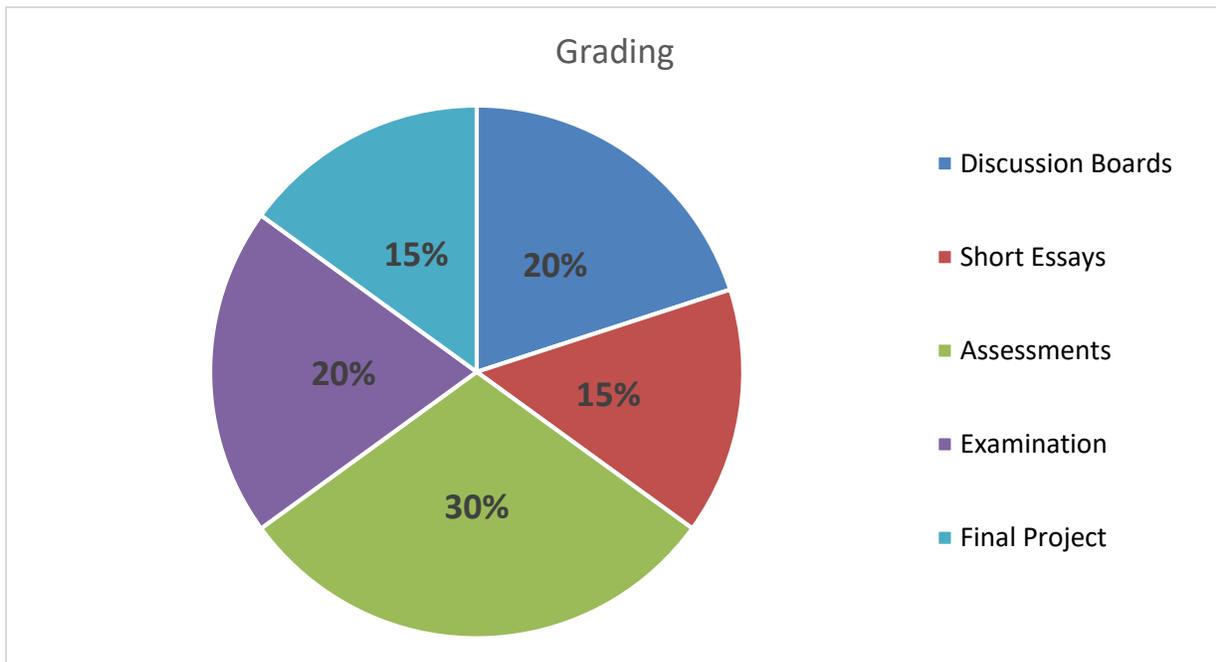
F: < 60%

Assignments handed in after the due dates will receive reduced credit.

The instructor reserves the right to modify the final grade in consideration of notable progress demonstrated by an individual, or unforeseen and/or extenuating circumstances. In such cases, extra credit assignments and/or makeup work may be required and used at the discretion of the instructor.

The course grade will be based on a combination of elements that include:

- Participation and collaboration on readings (via in-class & discussion board)20%
- Short essays (3).....15%
- Cumulative assessments (3)
 - Assessment #1 5%
 - Assessment #210%
 - Assessment #315%
 - Assessments TOTAL.....30%
- Collaborative Exam (1)
 - Discussion contributions 5%
 - Exam answers.....15%
 - Exam TOTAL20%
- Final project (1)15%



Attendance

Students are expected to devote a similar amount of time to the Online portion of the class as the face-to-face classes.



Hey, wait a minute, why should I care?

Asking questions is one great way to learn. So, ask questions at any time. Also, some topics may seem irrelevant or even ridiculous, if you ever have this feeling during the course, whether in-class or online, send me a note (jduffy@alaska.edu) and ask why some topic is important to know. I will respond to everyone in the class though I will keep your name confidential.

We will use several case studies to help bring out the practical aspects of the course readings. Case studies will be used in our discussions, assessments and in the examination.



hlwiki.slais.ubc.ca



Class contributions and participation The course relies upon your active participation and collaboration in discussing the various aspects of organization theory, design and development as presented in the reading assignments and discussions. Contributions and participation will be assessed through regularity of contributions and submittal of relevant, insightful questions on

the assigned readings and case studies via the Discussion Board. Please review the Discussion Rubric for an understanding of how discussions will be graded. ***Also, please limit your Discussion Board posts to no more than 8 posts per Discussion.***

The purpose of this exercise is to generate deeper understanding of the class readings and their application in the real world.

Short essays (3) Each student will prepare three short essays, (750 words or less) in response to a question generated by the instructor. The essays will be based on the course readings. The essay questions seek your thoughts about the practical, complex or theoretical issues that may be difficult to understand, implement in practice or for which there is not likely to be one answer. Use 1.5" spacing. ***Essays are due by the end of the identified session, 12 Midnight. An initial review will be conducted and the essay returned for additional consideration. One week will be provided to revise the essay. The second submittal is due at 12 Midnight on the date noted in the Syllabus.***



The purpose of this exercise is to provide the opportunity for more in-depth consideration of the reading material related to the thorny issues of program evaluation as well as further develop critical reading and writing skills.



chatocanada.com

Assessments Three (3) assessments will be posted on Blackboard; the Course Examination is considered the third assessment. The assessments will be cumulative, in other words, the first assessment covers material from the beginning of the course as do the two remaining assessments. This format allows for feedback and the ability to “try again” on subsequent assessments. The assessments will consist of about twenty (20) to thirty (30) multiple choice, true/false, short sentence questions based on the course readings and discussions. The purpose of the assessment is to provide feedback on understanding of course readings and allow the opportunity to practice retrieval learning.

Course Examination (1) One, 15-20 short answer examination will be assigned during the course. The examination will include one (1) or two (2) case studies that will be used to assess student understanding and application of the course contents. A Discussion Board will be created on Blackboard to allow the class to work as a team over a two-week period to discuss the questions, case studies and possible answers for the examination. Each student will submit their own set of answers to the examination which will be graded individually. The purpose of the mid-term examination is to foster experience in working as a team and assessing the understanding of course materials. Five percent (5%) of the grade is related to participation in the discussion of possible answers and 15% is related to the written submittal.



Source: uts.edu.au



karinehasihi.com

Final Paper (1) The final paper consists of the preparation of a graduate level research paper on a topic related to organization theory, design and development. The paper should not exceed 6,000 words and may be less as long as the topic is adequately covered; 1.5” spacing. An initial draft of the final paper is due on the date noted in the Syllabus. *A review of the initial draft will be completed and returned for consideration.* A final draft is to be submitted for grading on the date noted in the Syllabus. Each learner will also prepare a 20 to 30-minute presentation to the class using the final paper as the basis for the presentation. The presentation should discuss the topic, importance of topic and the paper’s findings and conclusion.

Students are encouraged to discuss the proposed paper’s topic with the instructor prior to commencement. The final paper and presentation will be graded in accordance with associated rubrics. A topic and general outline of the final paper is due **February 12th 12-Midnight**. The purpose of this task is to “*get you thinking, as time marches on.*” A first draft of the paper is due on March 26th, a presentation of the final paper takes place on April 2nd and the 2nd draft of the final paper is due on April 23rd.

Style/citations: APA 6th Ed. See: <http://owl.english.purdue.edu/owl/resource/560/01/>

Class evaluations It is vital that the classes are informative and productive; hence, during the course an evaluation form will be provided to be completed by each student. This information will be used to make adjustments necessary to improve course delivery.

Ground rules:

Our discussions and reading/journal topics may address controversial matters that do not have a correct or incorrect answer. There will be various opinions expressed during our discussions. It is expected that everyone will *treat each other with respect*. In addition, allowing everyone to have an opportunity to express their thoughts and opinions and finish their comments is necessary for good discussion. Also, it is important to *listen to what others are saying before formulating a response; in the Online context think and consider the others' comments before writing your response and hitting the "Send" key*.

UNIVERSITY POLICIES:

Academic Integrity

Academic integrity is a basic principle that requires that students only take credit for ideas and efforts that are their own. Students are expected to abide by the UAA Student Code of Conduct. According to the UAA code of conduct "providing assistance to another student or receiving assistance from another student during an examination or assignment in a manner not authorized by the faculty member".... "presenting as their own the ideas or works of another person without proper acknowledgment of sources." Substantial portions of academic work that a student has submitted for a course may not be resubmitted for credit in another course without the knowledge and advance permission of the instructor. For more information, refer to the *UAA Fact Finder/Student Handbook* at <http://www.uaa.alaska.edu/studentaffairs/factfinder.cfm>.

An explanation of plagiarism and how to properly cite sources are available at the following two sites: <http://www.uaa.alaska.edu/history/plagiarism.cfm>
<http://www.consortiumlibrary.org/blogs/ahi/plagiarism/>

Advice on avoiding plagiarism may be obtained at:
<http://owl.english.purdue.edu/owl/resource/589/01/>

Student Code of Conduct

As with all members of the University community, the University requires students to conduct themselves honestly and responsibly, and to respect the rights of others. Conduct that unreasonably interferes with the learning environment or that violates the rights of others is prohibited by the standards and guidelines collectively described as the Student Code of Conduct. For more information, refer to the *UAA Fact Finder/Student Handbook* at <http://www.uaa.alaska.edu/studentaffairs/fact-finder.cfm>.

Disabilities Services

At the University of Alaska Anchorage, providing equal opportunities for students who experience disabilities is a campus-wide responsibility and commitment. Disability Support Services (DSS) is responsible for coordinating support services for UAA students who experience disabilities. To access support services, students must contact DSS and provide current disability documentation that supports the requested services. Additional information

may be accessed at the DSS Office in Rasmusson Hall (RH105) or on-line at www.uaa.alaska.edu/dss. Also, contact: UAA Disability Support Services aydss@uaa.alaska.edu ph: (907) 786-4530 fax: (907) 786-4531

Incomplete Grades:

In accordance with University policy, an incomplete grade (*I*) is assigned only at the discretion of the instructor. It is used to indicate that a student has made satisfactory progress in the majority of the work in a course, but for unavoidable absences or other conditions beyond the control of the student, has not been able to complete the course. For more information, refer to Chapter 7 Academic Standards and Regulations in the UAA catalog.

Safety on Campus:

Safety is a priority at UAA. All members of the academic community are encouraged to take responsibility for their own safety by taking the time to locate the nearest exits and emergency telephones when they are in campus buildings. Safety concerns may be brought to the attention of UAA faculty or staff, or the University Police at (907) 786-1120 (V/TTY). For more safety information and the most recent campus crime report, visit www.uaa.alaska.edu/safety.

Safety in Online Environments

UAA will never send you an unsolicited e-mail asking you for your password or other personal information. If you receive such a message, please delete it. If you have any concerns, contact the IT Call Center at (907) 786-4646, menu option 1, or via email at callcenter@uaa.alaska.edu. If you experience cyberbullying, cyberstalking, or other inappropriate conduct as part of your involvement in a UAA class, please notify your instructor immediately.

See next pages for course schedule,
readings, assignments and due dates.

Course Schedule, Readings, and Assignments

Session	Date & Setting	Topic	Readings & Assignments
1	T 1/15 RH204	Course introduction Complexity & organizations	Review syllabus (Chaffee & McNeil, 2007) A model of nursing as a complex adaptive system Case: PERNA Arts Managing the complexity of creativity and commerce Essay #1 issued
2	T 1/22 <u>Online</u>	Introduction to Organization Theory, Design & Development	Hatch: Chapters 1, 2 & 3 Essay #1 due Discussion Board (1)
3	T 1/29 <u>Online</u>	Organization Theory, Design & Development - continued	Hatch: Chapters 4 & 6 Essay #1 returned for consideration Discussion Board (1)
4	T 2/5 <u>Online</u>	Organizations, Power & Culture	Hatch: Chapters 7 & 8 Essay #1, 2nd submission due Discussion Board (1)
5	T 2/12 RH204	High Performance Organizations – An Introduction	Osborne: Introduction, Chapters 1, 2 & 3 Case: Teaming at Disney Animation Essay #2 issued Outline of Final Paper Due Discussion Board (1)
6	T 2/19 <u>Online</u>	Becoming a High-Performance Organization (1)	Osborne: Chapters 4, 5 & 6 Essay #2 due Discussion Board (1)
7	T 2/26 <u>Online</u>	Becoming a High-Performance Organization (2)	Osborne: Chapters 7, 8 & Handout Essay #2 returned for consideration Assessment #1
8	T 3/5 <u>Online</u>	Measurement and Evaluation	Osborne: Chapters 9 & 10 Essay #2, 2nd submission due Discussion Board (1)

Session	Date	Topic	Readings & Assignments
	T 3/12	SPRING BREAK	
9	T 3/19 <u>Online</u>	Effective Organization Design & Development (1)	Senge: Chapters 1 through 7 Essay #3 issued Discussion Board (1)
10	T 3/26 <u>Online</u>	Effective Organization Design & Development (2)	Senge: Chapters 8 & 9 Essay #3 due 1st Draft of Final Paper due Discussion Board (1)
12	T 4/2 RH204	Effective Organization Design & Development (3)	Senge: Chapters 10 & 11 Case: iGATE Corp: Toxic talent and organizational resilience Assessment #2 Essay #3 returned for consideration
15	T 4/9 <u>Online</u>	Effective Organization Design & Development (4)	Senge: Chapters 8 & 9 Essay #3, 2nd submission due Discussion Board (1)
16	T 4/16 RH204	Final Paper Presentations	Final Paper Presentations
17	T 4/23 <u>Online</u>		Final Paper Due 12 Midnight Course Examination Issued Examination Discussion Board (1)
18	T 4/30 <u>Online</u>		Course Examination Examination Discussion Board (1)
19	T 5/4 <u>Online</u>		Course Examination Due 12 Midnight

Spring 2019 Academic Calendar

Instruction begins	January 14, 2019
Alaska Civil Rights Day & Dr. Martin Luther King, Jr. Day, No Class Day	January 21
Midterm Grades Due	Feb 18 – March 8
Spring break week – No Class Days	March 11-15
University Holiday- Spring Break	March 15
Last day for student – and faculty – initiated withdrawals	March 29
Last day of instruction	April 29
Spring semester finals	April 30 - May 4
Graduate hooding ceremony	May 4
Spring Commencement	May 5
Grades Due	May 8