WAYLAND
BAPTIST UNIVERSITY

WAYLAND BAPTIST UNIVERSITY
VIRTUAL CAMPUS
SCHOOL OF BUSINESS

SYLLABUS

1. Mission Statement: Wayland Baptist University exists to educate students in an academically challenging, learning-focused and distinctively Christian environment for professional success and service to God and humankind.

2. Course: **MGMT 5305 – VC01**, **Organizational Theory**

3. Term: **Fall 2017 (August 21 - November 4)**

4.   Instructor: Jimmie Flores, PhD, DM, PMP®, PMI-RMP®, PMI-SP®, PMI-ACP®, PMI-PBA®, CAPM®, CSM®, SSBB, SPHR®, GPHR®, ITIL v3, Security+, PRINCE2®, COBIT 5

5. Office Phone Number and WBU Email Address: 210-446-9350 – jimmie.flores@wayland.wbu.edu

6. Office Hours, Building, and Location: Monday - 8 AM to Noon; Tuesday - 8 AM to 11:30 AM

7. Class Meeting Time and Location: Virtual Campus

8. Catalog Description: Organizations as complex systems impacted by environmental forces, and structure and design dimensions required for effectiveness.

9. Prerequisites: BUAD 5300 (For the M.P.A. MGMT 3304 only).

10. Required Textbook and Resources:

BOOK	AUTHOR	ED	YEAR	PUBLISHER	ISBN#	UPDATED
Organizational Theory and Design	Daft	12th	2016	Cengage Learning	978-130562-9943	6/11/13

NOTE: *This is an exclusive ISBN # for a loose-leaf version provided by the Cengage representative and available ONLY at our WBU Bookstore.*

Chapters: 1-13

11. Optional Materials:

12. Course Outcome Competencies:

Upon completion of this course the student should be able to:
- Describe an organization as an open system & hypothesize its application.
- Summarize the difference between a goal and a strategy.

- Identify the forces that influence environmental uncertainty.
- Differentiate between mimetic, coercive, and normative forces.
- Outline Woodward's classification of organizational technologies.
- Illustrate an information system and subsystem design for managerial control, decision making, and knowledge management.
- Contrast Weber's framework against current organizational control strategies.
- Compare the differences among rites of enhancement, renewal, and integration.
- Discuss the focus in modern organizations on the History of Western Industrialization.
- Develop a methodology for studying organizations.
- Summarize the development of the theory of organizations.
- Summarize how designing the organization to fit strategy and other contingencies can lead to organization effectiveness.
- Compare the five approaches for assessing organization effectiveness.
- Discuss the interface of design components, coupling, and technology.
- Using levels of analysis, explain the systemic relationship between environment, adaptation, and change.
- Differentiate between the stages of organizational life cycle development in relation to growth, development, and decline.
- Compare the different decision-making process models with the contingency framework.
- Rank the impact of globalization on the future of organizations and their design.
- Identify the five structural strategies for grouping organizational activities.
- Describe the symptoms of structural deficiency.
- Explain the institutional view in relation to organizational design and similarity.

13. Attendance Requirements:

Since this is an online class, two definitions need to be made clear.

Attendance: Attendance means that you have logged into the class. It DOES NOT mean that you have participated. You are required to login to the class weekly. If you do not login for any two weeks, you may be dropped from the class at the instructor's discretion.

Participation:

Participation means that you have logged into the class AND you have interacted with the professor or classmates through discussion postings and/or email exchanges. This class is highly participative. To receive full credit for participation, you must post meaningful messages on 3 of 7 days during the week. Once you post your initial response to the discussion question (DQ), which is required, you must post on two additional days DURING THE SPECIFIC WEEK. The initial response is due no later than Wednesday. I recommend your initial posting to be between 200-to-300 words. The replies to fellow students and to the professor should range between 100-to-150 words. This is a general guideline to help you understand the depth we are seeking. Remember that our week begins on a Monday and ends on a Sunday.

Weekly Class Discussion Postings (Participation Guidelines):

We will have discussion questions during selected weeks (Refer Syllabus) where students are required to respond to the initial posting from the Instructor as well as to respond to two (2) postings from fellow students. Please make sure you write these answers by conducting some research and cite both our text and external credible sources.

==This class is highly participative. The class instruction is collaborative and experiential rather than primary lecture. It is expected that you participate weekly on 3 out of 7 days Participation credit will be earned for relevant remarks that involve posting questions; answering questions posted by your peers', sharing relevant articles you've found, or relevant information that can be shared with the class that will add to the course content. This course will become alive if you PARTICIPATE - and you become an active member of this course.==

Your postings in the discussion area should be substantive. You should have at least 3 substantive postings per week. Answers such as "me too" or "I agree" do not qualify as relevant, substantive participation. I am looking for your thoughts, ideas and opinions. The Weekly Discussion Participation is worth 15 percent of your final grade.

Participation Chart – Sample Postings:

==IP = Initial Post (Due by Wednesday of each week)==

==PR = Peer Response (Post on two days during the week different from the IP)==

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	MET	GRADE%
IP			PR		PR		YES	100%
	IP		PR			PR	YES	100%
		IP			PR	PR	YES	100%
			IP		PR	PR	NO	67%
PR					PR	PR	NO	67%
PR	PR	PR	PR	PR	PR	PR	NO	67%
		IP					NO	33%
							NO	0%

14. **Statement on Plagiarism and Academic Dishonesty**: Wayland Baptist University observes a zero tolerance policy regarding academic dishonesty. Per university policy as described in the academic catalog, all cases of academic dishonesty will be reported and second offenses will result in suspension from the university.

Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Executive Vice President/Provost to the Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.

15. Disability Statement: "In compliance with the Americans with Disabilities Act of 1990 (ADA), it is the policy of Wayland Baptist University that no otherwise qualified person with a disability be

excluded from participation in, be denied the benefits of, or be subject to discrimination under any educational program or activity in the university. The Coordinator of Counseling Services serves as the coordinator of students with a disability and should be contacted concerning accommodation requests at (806) 291- 3765. Documentation of a disability must accompany any request for accommodations."

16. Course Requirements and Grading Criteria:

Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Executive Vice President/Provost to the Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.

In this class, students will be evaluated according to performance in the following categories:

o	Attendance and Participation	10%
o	Individual Assignment	20%
o	Midterm Exam	20%
o	Final Exam	20%
o	Quizzes	30%
	TOTAL	**100%**

Grade achievement levels are as follows:

Grade	**Range**
A	90%+
B	80-89%
C	70-79%
D	60-69%
F	0-59%

Article Review

Corporate social responsibility (CSR) is one of the biggest issues in corporate boardrooms. Please conduct research and search for a peer-reviewed, scholarly article regarding corporate social responsibility (CSR).

- Provide an introduction that defines the subject of the chosen article and what your view of CSR would be if you were the CEO of an organization. In your opinion, why have stakeholders given CSR more attention in recent years? Would you give CSR a

significant portion of your corporate budget? Explain and defend your point of view with examples.

- Conclude the assignment by summarizing the main idea of the article you have chosen and indicating if you agree or disagree with the article's author and why. You will need to identify and explain the author's ideas.

For each of the points you mention, include specific supporting information from the textbook (you may summarize, quote, or paraphrase) to provide support for your point of view.

The article review should be a minimum of 500 words in APA format.

Mid Term Assignment

Review Questions

Complete and submit the following questions. The questions will cover the content of the material and will require the learner to think critically and contextually about the subject matter.

1. What is Organizational Theory and Design?

2. Explain the role of top management in an organization and why it is important.

3. How do organizations use planning, forecasting, and responsiveness in stable and unstable environments?

4. What is an organizational ecosystem? How does this concept impact the changing role of management?

5. What are global teams? What are the two types of global teams?

Your responses must be complete, using terminology and concepts presented in the textbook. Write in complete sentences and use good grammar, double-spacing, 12 point font, with one inch margins. Be sure to cite your resources and provide the references using APA format.

Final Assignment

Review Questions

Complete and submit the following questions. The questions will cover the content of the material and will require the learner to think critically and contextually about the subject matter.

1. Discuss the three basic technology groups as categorized in Woodward's scale of technical complexity.

2. Explain social business using an example.

3. Explain the importance of having a code of ethics in an organization.

4. Discuss the dual-core approach.

5. Define authority. What are the three properties that identify authority?

Your responses must be complete, using terminology and concepts presented in the textbook. Write in complete sentences and use good grammar, double-spacing, 12 point font, with one inch margins. Be sure to cite your resources and provide the references using APA format.

17. Tentative Schedule: (Calendar, Topics, Assignments)

18. Additional information as desired by the faculty member.

Week	Activity	Assignments due
Week 1 08/21/2017 to 08/27/2017	Orientation Post Introductions to Discussion Board	Introductions
Week 2 08/28/2017 to 09/03/2017	• Chapter 1 and 2	**Unit 1 Discussion**
Week 3 09/04/2017 to 09/10/2017	• Chapters 3 **Quiz #1 Due on 09/10/2017 by 11:59 PM**	**Unit 2 Discussion Quiz #1**
Week 4 09/11/2017 to 09/17/2017	• Chapter 4 and 5	**Unit 3 Discussion**
Week 5 09/18/2017 to 09/24/2017	• Chapter 6 **Midterm Assignment Due on 09/24/2017 by 11:59 PM**	**Mid Term Assignment**
Week 6 09/25/2017 to 10/01/2017	• Chapter 7 and 8	**Unit 5 Discussion**
Week 7 10/02/2017 to 10/08/2017	• Chapter 9 **Quiz #2 Due on 10/08/2017 by 11:59 pm**	**Unit 6 Discussion Quiz #2**

Week 8 10/09/2017 to 10/15/2017	• Chapter 10 **Article Review due on 10/15/2017 by 11:59 pm**	**Individual Assignment**
Week 9 10/16/2017 to 10/22/2017	• Chapter 11 and 12	
Week 10 10/23/2017 to 10/29/2017	• Chapter 13 **Final Assignment due on 10/29/2017 by 11:59 pm**	**Final Assignment**
Week 11 10/30/2017 to 11/04/2017	**Fall 2017 term ends on 11/04/2017**	

17. Additional information as desired by the faculty member.

General Information:

This syllabus contains a general overview of the course only. Once you have read and understood everything contained in the syllabus, I will ask you to confirm with your signature.

> Your confirmation will also confirm that you understand and will adhere to the following statement: "This class will adhere to zero tolerance for using someone else's work as your own."

TURNING IN ASSIGNMENTS:
All assignments will be turned in on the Blackboard Learning Platform. Students are to turn in assignments in the same area where they downloaded any assignments/quizzes/exams.

POLICY ON INCOMPLETES:
Wayland's policy on giving grades of Incomplete in a course is outlined in the University's catalog. As a supplement to that catalog, my policy is to assign a one-letter-grade reduction upon removal of the Incomplete. The only exceptions to this are in the case of either documented absence from your home area because of occupational requirements which makes Internet access impossible, or documented severe illness. Claims of not having the time to finish, or mismanagement of that time will not be considered a valid excuse. There are 11 weeks in the term (not counting any breaks), giving you sufficient time to complete all requirements by the assigned due dates. My advice is to work ahead whenever possible to minimize the effects of unanticipated delays.

ONLINE CLASSROOM ACTIVITY/DISCUSSION:
Please make sure to participate in the classroom discussions. Your knowledge and experience is valued. Please ensure you keep a positive and professional demeanor always. All students are expected to post an Initial Posting to the Discussion Board and respond to 2 peers throughout the week. A minimum of 3 quality posts on 3 separate days will earn full credit. The first Discussion Activity is to Introduce Yourself due by the end of the day before the next class meeting.

QUIZZES/MIDTERM/FINAL EXAM:
These assessments will be available on the Blackboard home page. Each assessment can be taken twice, and are only available during the week they are due. Due dates are listed on the class schedule. The Final Examination is comprehensive.

IMPORTANT NOTE:
Internet references WILL NOT BE ACCEPTABLE in this course. ALL references will come from Professional Journal articles and will be derived from the WBU Online Library.

STUDY HABITS:
Careful and timely reading and study as well as completion of all written assignments by the expected dates are critical to your success in this course. Text readings will normally coincide with coverage of the material in lessons. This will facilitate your active participation in class discussions. Please make sure to stay abreast with the readings. You will perform much better on the exam if you have a clear idea of the topics.

MISCELLANEOUS:
You are encouraged to be "entrepreneurial" in your approach to the class, in your assignments, and in your class presentations and interactions. Your observations or experiences, and how they might relate to the subject at hand, have the potential to enhance all the class sessions. Please share those of value so that you may be a resource to all participants including me! You are also encouraged to employ the systems perspective and wear the "manager's hat" in relating to the issues so that you will be able to think about them critically from multiple dimensions.

A NOTE ON DROPPING THE COURSE:
If you drop the course, please let me know with an E-mail message. Very often I do not receive drop notices in a timely manner, and sometimes not at all. Please help me to keep the class roll up to date.

Jimmie Flores
PhD, DM, PMP, CAPM, PMI-RMP, PMI-SP, SSBB, SPHR, GPHR, ITIL, Security+
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jimmie.flores@wayland.wbu.edu

OCCUPATION
Outside of my teaching responsibilities, I serve as an IT consultant to businesses across the United States. Further, I conduct research about sports officiating.

Over the past two decades, I have held the following positions:
- **Current:**
  - IT Consultant – Specialize in Project Management and Six Sigma
- USAA: IT Staff Analyst and Budget Coordinator, managing $11.5M IT budget
- Prudential Insurance & Investments: Agent (Group I, Series 6, & Series 63)
- University of St. Thomas: Director of Recruitment for the Adult Degree Completion Program
- Medical Clinic: Clinic Administrator
- Shell Oil Company: Revenue Accountant

EDUCATION
- Ph.D. in Human and Organizational Development
  - Dissertation Research Question: *What is the relationship between proactive coping and an individual's ability to remain poised under pressure?*

- Doctor of Management in Information Systems and Technology
- M.A. in Human and Organizational Systems
- M.S. in Computer Information Technology
- M.S. in Management
- M.S. in Non-Profit Management
- M.B.A. in Finance, Marketing and Management
- M. Ed. in Curriculum, Instruction, and Assessment
- M.S. in Educational Technology
- B.B.A. in Corporate Financial Management
- Associates in General Studies

CERTIFICATIONS
- Project Management Professional (PMP)
- Scheduling Professional (PMI-SP)
- Risk Management Professional (PMI-RMP)
- Certified Associate in Project Management (PMI-CAPM)
- Six Sigma Black Belt (SSBB)
- Senior Professional in Human Resources (SPHR)
- Global Professional in Human Resources (GPHR)
- Information Technology Infrastructure Library (ITIL)
- Security+

OTHER INFORMATION

I recently completed a book called "How to Become a Proficient Online Learner." Further, since August 2001, I have taught online courses in the following disciplines: marketing, finance, accounting, management, MIS, CIS, Internet, and software application.

My hobbies are exercising, reading motivational books, and traveling! Over the past few years, I have traveled to Argentina, Belgium, Brazil, Canada, China, Colombia, Costa Rica, Czech Republic, England, France, Greece, Hungary, Mexico, Panama, Peru, Portugal, Spain, Sweden, Switzerland, The Philippines, Uruguay, Venezuela, and throughout the United States.