Management 4313.583 – Organizing for Action
(Spring 2015)
Spears School of Business
Oklahoma State University

Instructor:
Dr. Dennis L. Mott, Professor of Management

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Technical Assistance for Video Lectures: http://ra.okstate.edu/cepd/VideoHelp

Overview of the Course
A behavioral approach to the study of inter-organizational processes and the implementation strategies of firms that builds on strategic management and human resource management, from the behavioral science, the study of the cognitive, social, cultural, and political aspects of strategy implementation in simple and complex organizations.

Course Prerequisites
MGMT 3013

Course Goals
Management 4313 encompasses the design, progression, and scope of organizational development. Class lectures and activities are designed to assist with bridging the gap between theory and "real world" business situations. Emphasis will concentrate on improved managerial effectiveness as it interacts in a new or established managerial structure. A plethora of learning activities are possible that may include but are not limited to the following: management related research, required readings; analysis of course related cases, situational research, management technique analysis, individual and group activities, projects, and teamwork.
Course Objectives

The course format builds from strategic and human resource management and draws from the behavioral sciences to enact a comprehensive study of the cognitive, social, cultural, and political aspects of decision implementation—for both simple and complex organizations. Specific attention and time allotment will be targeted to the following areas of organizational theory and design: organizational change, alternative organizational forms, management control systems, and the relationship between implementation and performance.

Texts and Supplementary Materials


Additional required reading:
In addition to the required textbook for MGMT 4313, designated additional reading (typically three or four articles or readings for each of the three hour examinations) that are considered essential for full understanding of course content will be identified and communicated within the Content tab of the Desire to Learn space provided by OSU for this class. These readings are required for each associated hour examination.

Grading Policy

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Max for Class</th>
<th>Student Obligation</th>
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</thead>
<tbody>
<tr>
<td>Exam 1</td>
<td>150</td>
<td>Required</td>
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<tr>
<td>Exam 2</td>
<td>150</td>
<td>Required</td>
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<tr>
<td>Exam 3</td>
<td>150</td>
<td>Required</td>
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<tr>
<td>Announced Quizzes (3)</td>
<td>90</td>
<td>Required</td>
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<tr>
<td>Final Examination</td>
<td>200</td>
<td>Required</td>
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**Mgmt. 4313 Final course grades will be assigned as follows:**
A = 89.5 to 100%
B = 79.5 to 89.4%
C = 69.5 to 79.4%
D = 59.5 to 69.4%
F = less than 59.5% or failure to complete course requirements.

Description of Course Requirements and Grading Rubric

Exams

MGMT 4313 examinations are On Line Proctored and will require completion at a designated and approved official Testing Center.
Three examinations must be completed according to dates and times indicated in the course schedule at the end of this syllabus. The three hourly examinations include 75 multiple-choice questions.

Examination content is largely based on textbook content, video lectures, and required readings. This accounts for 450 points (3 x 150 – 450) points for this administration of MGMT 4313.

**Option one** for each hour examination requires answers for all 75 questions @ 2 points each (75 x 2 = 150 pts.)

**Option two** for the hourly examinations provides an opportunity to answer 60 of the 75 questions (leave 15 questions blank). One must indicate his or her selection of this option when taking the On-Line administration of the examinations. *(60 x 2.5 pts. = 150 points.)*

**University Policy**

**Drop Policy**
Information about university drop policy and dates can be reviewed by accessing the following website:  [http://registrar.okstate.edu/](http://registrar.okstate.edu/) Click on “class schedules,” and “short, internet, and outreach courses”

To drop this course, contact the Registrar’s office, (405) 744-6876, or drop through SIS (Student Information Services).

**Academic Integrity:**
Oklahoma State University is committed to the maintenance of the highest standards of integrity and ethical conduct of its members. This level of ethical behavior and integrity will be maintained in this course. Participating in a behavior that violates academic integrity (e.g., unauthorized collaboration, plagiarism, multiple submissions, cheating on examinations, fabricating information, helping another person cheat, unauthorized advance access to examinations, altering or destroying the work of others, and fraudulently altering academic records) will result in your being sanctioned. Violations may subject you to disciplinary action including the following: receiving a failing grade on an assignment, examination or course, receiving a notation of a violation of academic integrity on your transcript (F!), and being suspended from the University. Should you desire additional information, please contact the Office of Academic Affairs, 101 Whitehurst, 405-744-5627, academicintegrity.okstate.edu.
MGMT 4313 Course Objectives

- Students should understand and be able to define change, complexity, and uncertainty in the external environment that impact an organization’s design and management action.
- Students will understand and be able to recognize the importance of cultural and ethical values and the corresponding managerial techniques available to influence these values.
- Students will understand and be able to describe the challenge and opportunity represented by organizational change and the design and implementation of change metrics by an organization’s managers and leaders.
- Students will understand and be able to define and explain the managerial political skills needed for exercising soft power to enhance organizational goal achievement.
- Students will understand and be able to assess the importance of cultural and ethical values and the corresponding managerial techniques available to influence these values.
- The managerial political skills needed for exercising soft power to enhance organizational goal achievement.
- Students should recognize the makeup of an organization that includes design, administrative structure, and various strengths and weaknesses of various organizational designs.
- Students should be able to identify ethical dilemmas and use appropriate tools to devise plans for dealing with these dilemmas.
- Students should understand the importance of goals and objectives and the difference between goals and strategy.
- Students should be able to work in teams to devise ideas and solutions to problems.
- Students should be able to define, research, and present research findings as a member of an organized research team.
- Students should understand and be able to define the population-ecology perspective and how it impacts organizational diversity and interorganizational relationships.

Program Learning Goal

Business Knowledge & Competence
Critical Thinking

Technical Competence
Teamwork
Critical Thinking

Technical Competence
Professional Communication
Written Communication
Critical Thinking

Ethics
Critical Thinking

Ethics & Ethical Decision Making
Critical Thinking
Business Knowledge and Competence

Ethics & Ethical Decision Making
Business Knowledge and Competence
Technical Competence

Business Knowledge & Competence
Ethical Decision Making

Technical Competence
Ethics & Ethical Decision Making

Teamwork
Professional Communication
Technical Competence

Business Knowledge & Competence
Critical Thinking
MGMT 4313.583
Anticipated Schedule
Spring 2015

WEEK 1  (January 12-16, 2015)
Course introduction, review of syllabus, academic expectations;
Organizations and Organization Theory—Chapter 1

WEEK 2  (January 19-23, 2015)
Strategy, Organization Design, and Effectiveness—Chapter 2

WEEK 3  (January 26-30, 2015)
Fundamentals of Organization Structure—Chapter 3

WEEK 4  (February 2-8, 2015)
The External Environment—Chapter 4
Announced Quiz #1 via Desire to Learn: Text chapters 1, 2, 3 – 30 points.

WEEK 5  (February 9-13, 2015)
Hour Examination #1/3 (Chapters 1, 2, 3, 4, Notes, Required Readings – 150 points.)

WEEK 6  (February 16-20, 2015)
Interorganizational Relationships—Chapter 5
Designing Organizations for the International Environment—Chapter 6

WEEK 7  (February 23-27, 2015)
Manufacturing and Service Technologies—Chapter 7

WEEK 8  (March 2-6, 2015)
Organization Size, Life Cycle, and Decline—Chapter 9
Announced Quiz #2 via Desire to Learn: Text chapters 5, 6, 7 – 30 points.

WEEK 9  (March 9-13, 2015)
Hour Examination #2/3 (Chapters 5, 6, 7, 9, Notes, Required Readings

WEEK 10  (March 16-20, 2015)  SPRING BREAK

WEEK 11  (March 23-27, 2015)
Organizational Culture and Ethical Values—Chapter 10

WEEK 12  (March 30-April 3, 2015)
Innovation and Change—Chapter 11
Decision-Making Processes—Chapter 12
WEEK 13  (April 6-10, 2015)
Politics and Politics—Chapter 13  Power

WEEK 14  (April 13-17, 2015)
Announced Quiz #3 via Desire to Learn: Text chapters 10, 11, 12 (30 points)

WEEK 15  (April 20-24, 2015)
Hour Examination #3/3 (Chapters 10-13, Notes, Readings – 150 points.)

WEEK 16  (April 27-May 1, 2015) Pre-Finals Week

(May 4-7, 2015) Comprehensive Final Examination (200 points.)
Note: Final Exam must be completed before 5 p.m. Thursday, May 7, 2015.