Course Outline

Course Code	RSM 464 H1 S
Course Name	Organization Theory and its Applications
Term, Year	Winter 2025
Course Meets	Mondays, 5:00-7:00 PM, Online synchronously with one in-person class for a Serious Play activity
Web page URL	https://q.utoronto.ca

Instructor Details

Name	Email	Phone	Office Hours	Virtual Office Link
Ann Armstrong	ann.armstrong@utoronto.ca	TBC	Before and after class and by appointment	Via Zoom

Acknowledgement of Traditional Territory

I wish to acknowledge this land on which the University of Toronto operates. For thousands of years it has been the traditional land of the Huron-Wendat, the Seneca, and most recently, the Mississaugas of the Credit River. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.

Course Scope and Mission

Organization theory is an *evidence-based*, sociological approach to organizations that allows managers to analyze and design organizations (i.e., firms as well as non-profit organizations) more effectively. Organization theory also allows us to understand the social forces that affect our own careers in a more accurate and nuanced way.

This course emphasizes the *practical applications* of organization theory in topics that are essential to organizational success, including strategy implementation, innovation, organizational structure and culture, change management, and power and influence. Throughout the course, we will also consider the lessons and implications that organization theory offers for individuals' careers. In short, this course is about ideas and practices that can make or break organizations and careers. This course is relevant to students considering careers in a wide range of fields, including (but not limited to) corporate management, strategy and management consulting, HR, entrepreneurship, finance, and law.

An understanding of organizational theory and design helps you to address such issues as (1) how to put a strategy into practice, (2) how to implement a major organizational change, (3) why managers might make decisions based on half-truths rather than hard facts, (4) why some companies remain unsuccessful despite having an apparently good strategy, and (5) why some people in an organization (or society) are much more powerful than their equally talented and equally hardworking peers.

Learning Outcomes

By the end of this course, students will be able to

- Understand different organizational structures
- Understand the complexity of organizational processes

- Become better organizational actors
- Critique accepted wisdom based on evidence, not on prescriptive views.

Course Prerequisites

RSM260H1 and the completion of 9.0 credits

Course Materials

Many readings will be posted on Q. There is also case package which includes a simulation.

Electronic Course Materials

This course uses electronic course materials noted by * on the weekly schedule. These materials will cost approximately $44.00. The use of these materials complies with all University of Toronto policies which govern fees for course materials.

Recommended Reference Resource

Daft, R.L. and Armstrong. A. (2022) *Organization Theory and Design* (4th Cdn ed)
Toronto: Cengage.

Evaluation and Grades

Grades are a measure of the knowledge and skills developed by a student within individual courses. Each student will receive a grade on the basis of how well they have command of the course materials, skills and learning objectives of the course.

Work	Percentage of grade	Due Date
Class Participation	10%	Ongoing
Case Analysis – iQmetrix *	15%	24/2/25
Sim Analysis	10%	10/2/25
Team Analysis	10%	4/4/25
Team Project	30%	4/4/25
Final Term Take-home	25%	TBD

Course Format and Expectations

1. Class Contribution (10%): You are expected to attend and actively participate in each class session. I expect you to arrive on time, stay for the entire session, and actively contribute to class discussion. As well, there will be opportunities to participate in discussion boards. Every other class, we will have structured discussions around current issues of diversity, inclusion, and equity.

2. Case for Analysis (15%): You will analyze iQmetrix * which is included in the case package. More details will be provided in class. Your analysis is due February 24, 2025.

3. Simulation Analysis – (10%) After you conduct the simulation in session 6, you will write a report that critically examines what you learned about organizational design. It is due February 10, 2025. More details will be provided in class.

4. Team Project (30%): In teams, you will create a short instructional video that informs and illustrates one of the core ideas in organizational theory. More details will be provided in class. You will be expected to have at least two short check-in meetings with the professor or the TA as you work on

your videos. It is due April 4, 2025.

5. Team Analysis (10%): You will analyze your team's effectiveness in completing the team project. It is due April 4, 2025.

6. Final Take-home: Final Exam (25%): Your final exam is a take-home which will be handed out in the last class.

Remarking Policy

Please remember that you do not start with 100 points and get them "taken away". Rather, good marks are earned through clear writing, explanation, definitions, and analysis. I will not respond to any email about grades for four days after they are posted for a cooling off period. I am happy to make corrections in case of clerical errors, but I will not entertain requests for grade increases based on enjoyment or liking, effort made, or disagreement with the legitimacy of the evaluation method, relative to others' performance, or any persuasion tactics.

In addition, meetings are rarely productive, and I encourage you to instead reflect on what you can learn and grow from the marks and feedback that we can give to you to help you understand and improve, and then if needed, initiate a formal regrade request.If you believe that your paper grade is not a reflection of its true quality, and would like me to personally regrade it, you must write a one-page memo explaining why you think you deserve a better grade being specific and submit that along with your paper via email within one week of posted grades. The memo cannot contain any pleas for humanitarian concerns or justice concerns relative to other people in the class or claims that you enjoyed the class or worked hard, and instead should focus on substantive arguments, explanation, and evidence in support of your argument. I will reevaluate the entire paper, and your grade can go up or down.

Writing Assignments or Presentations

Many of the assignments are intended to help you develop your communication skills. How well you communicate your ideas, in writing or orally, will be considered in the evaluation of the assignment. In your written assignments, you should aim for clarity, strong organization, concision, professionalism, and correct grammar. Your presentations should reflect strong planning and organization, clarity of speech, and an engaging demeanour. Sources, whether in written or presentation assignments, should always be correctly attributed.

Support is available through the RC Centre for Professional Skills (CPS) for students who would like help or feedback on their writing or speaking (presentations). CPS offers both individual and group appointments with trained writing instructors and presentation coaches who are familiar with the RC program and common types of business assignments. You can also access your college Writing Centres for help with written assignments.

You can book an appointment with a writing or presentation coach through the RC Centre for Professional Skills Writing Centre. For more information about writing centres, student supports, and study resources, see the [Writing and Presentation Coaching academic support page](#).

Team or Group Assignments

Several assignments require students to work in teams of five. Learning to work together in teams is a crucial transferrable skill you will use not only in your coursework, but also in your future careers. Support is available if you encounter common teamwork challenges such as:

- Team members feeling left out of the team.
- Team members not responding in a timely manner to communication.
- Division or quality of work among team members being unequal or unfair.

Consult the [Centre for Professional Skills Teamwork Resources page](#) for tips, strategies, and best practices. You can also [book an appointment with a teamwork mentor](#) through the RC Centre for Professional Skills Writing Centre. Teamwork mentors can help you resolve or mitigate conflict, strategize on planning, or improve team communication.

If you are a student registered with Accessibility Services, and extensions are one of your academic accommodations, consult with your Accessibility Advisor about the teamwork in this course.

Class Participation

Students are expected to prepare thoroughly and make every effort to attend every class. As class participation is a graded component of the course, students will be evaluated on the following:

- Thoughtful responses
- Understanding and analysis of topic
- Idea generation
- Promoting further discussion
- Respectful active listening
- Attentiveness

While attendance is necessary for students to participate in class discussions, attendance on its own will not result in a high participation grade. Students must actively contribute and participate by exhibiting the components listed above.

Missed Tests and Assignments

Students who miss a term test or assignment for reasons entirely beyond their control (e.g., illness) may request special consideration **within 2 business days** of the missed midterm/test/assignment due date.

In such cases, students must:

1. Complete the Request for Special Consideration form: https://uoft.me/RSMConsideration
2. Provide documentation to support the request, eg. Absence Declaration from ACORN, medical note etc.

Please note: As of September 2023, students may use the Absence Declaration on ACORN *one time per term* to report an absence and request consideration. **Any subsequent absence will require a Verification of Illness form or other similar relevant documentation.**

Students who do not submit their requests and documentation within 2 days may receive a grade of 0 (zero) on the missed course deliverable.

Final Exams: If you miss the final exam in this course for a legitimate reason (illness, etc) you will need to contact your College Registrar to file a petition for a deferred exam. This deferred exam will be written at a later date as established by the Faculty of Arts & Science. Instructions can be found here: https://www.artsci.utoronto.ca/current/faculty-registrar/petitions-appeals/preparing-petition

Late Assignments

I may accept late assignments and will evaluate the requests on a case by case basis.

Statement on Equity, Diversity and Inclusion
The University of Toronto is committed to equity, human rights and respect for diversity. All members of the learning environment in this course should strive to create an atmosphere of mutual respect where all members of our community can express themselves, engage with each other, and respect one another's differences. U of T does not condone discrimination or harassment against any persons or communities.

Commitment to Accessibility
The University is committed to inclusivity and accessibility, and strives to provide support for, and facilitate the accommodation of, individuals with disabilities so that all may share the same level of access to opportunities and activities offered at the University.

If you require accommodations for a temporary or ongoing disability or health concern, or have any accessibility concerns about the course, the classroom or course materials, please email Accessibility Services or visit the Accessibility Services website for more information as soon as possible. Obtaining your accommodation letter may take up to several weeks, so get in touch with them as soon as possible. If you have general questions or concerns about the accessibility of this course, you are encouraged to reach out to your instructor, course coordinator, or Accessibility Services.

Plagiarism Detection
Normally, students will be required to submit their course essays to the University's plagiarism detection tool for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the tool's reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the University's use of this tool are described on the University's Plagiarism Detection Tool FAQ page from Centre for Teaching Support & Innovation.

Generative AI / ChatGPT

Students are encouraged to make use of technology, including generative artificial intelligence tools, to contribute to their understanding of course materials. Students may use artificial intelligence tools, including generative AI, in this course as learning aids or to help produce assignments. However, students are ultimately accountable for the work they submit. Students must submit, as an appendix with their assignments, any content produced by an artificial intelligence tool, and the prompt used to generate the content. Any content produced by an artificial intelligence tool must be cited appropriately. Many organizations that publish standard citation formats are now providing information on citing generative AI. Students may choose to use generative artificial intelligence tools as they work through the assignments in this course; this use must be documented in an appendix for each assignment. The documentation should include what tool(s) were used, how they were used, and how the results from the AI were incorporated into the submitted work.

Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarship at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the U of T degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

The University of Toronto's Code of Behaviour on Academic Matters outlines the behaviours that constitute academic misconduct, the process for addressing academic offences and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers.
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to) medical notes.

All suspected cases of academic dishonesty will be investigated by the procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any questions about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other U of T or RC resources such as the RC Centre for Professional Skills, the College Writing Centres or the Academic Success Centre.

Email

At times, the course instructor may decide to communicate important course information by email. As such, all U of T students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up and properly entered on ACORN. For more information visit the Information Commons Help Desk.

Forwarding your utoronto.ca email to a Gmail or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Gmail accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

Recording Lectures

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission and may not do so unless permission is granted. Students who have been previously granted permission to record lectures as an accommodation for a disability are excepted. This includes tape recording, filming, photographing PowerPoint slides, Quercus materials, etc.

If permission for recording is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in any way. It is forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.

Weekly Schedule *as of 5/12/24*

Session	Date	Topic	Readings
1	6/1/25	Welcome and Team Creation	Course Map
2	13/1/25	External Environment	Read: Carucci, R. and Shappell, J. (2022) Design Your Organization to Match Your Strategy, *HBR*. Prepare: Singapore Airlines *
3	20/1/25	Strategy	Read: http://www.mintzberg.org/blog/strategic-thinking-as-seeing Prepare: Dream *
4	27/1/25	Structure 1	Read: Note on Organizational Structure *
5	3/2/25	Structure 2	Read: Note on Organizational Structure * Prepare: LIIP*
6	10/2/25	Structure 3	Simulation – Evolving Structures *
7	24/2/25	Technology	Prepare: Comair Ltd. *
8	3/3/25	Internationalization and Size	Read: Mosca, L., Glanecchini, M. and Campagnola, D. (2021). Organizational Life Cycle Models: A Design Perspective, *JOD*, 10:3-1 Prepare: Kapai NZ – Eat Your Greens
9	10/3/25	Decision-making	Read: 11 Myths…*
10	17/3/25	Power and Conflict	Read: https://www.mindtools.com/pages/article/newLDR_56.htm Prep Trouble at Basecamp… *
11	24/3/25	Culture	Read: Zappos at https://www.zappos.com/about/stories/decode-your-culture- zappos-insights Preapre: Moleskin Foudation:… *
12	31/3/25	Change	Read: Kotter on Change – Ebook on Q Prepare: Cameco Corporation: Partnering with Aboriginal Communities *

Please note that the last day you can drop this course without academic penalty is March 10, 2025.

Other Useful Links

- [Become a volunteer note taker](#)
- [Accessibility Services Note Taking Support](#)
- [Credit / No-Credit in RSM courses](#)
- [Rotman Commerce Academic Support](#)
- [Where to find teaching assistant opportunities](#)

URL links for print

- ACORN: http://www.acorn.utoronto.ca/
- Email Accessibility Services: accessibility.services@utoronto.ca
- Accessibility Services website: http://studentlife.utoronto.ca/as
- University's Plagiarism Detection Tool FAQ: https://uoft.me/pdt-faq
- The University of Toronto's Code of Behaviour on Academic Matters: http://www.governingcouncil.utoronto.ca/policies/behaveac.htm
- Information Commons Help Desk: http://help.ic.utoronto.ca/category/3/utmail.html
- Become a volunteer note taker: https://studentlife.utoronto.ca/program/volunteer-note-taking/
- Accessibility Services Note Taking Support: https://studentlife.utoronto.ca/service/note-taking-support/
- Credit / No-Credit in RSM courses: https://rotmancommerce.utoronto.ca/current-students/degree-requirements/credit-no-credit-option/
- Rotman Commerce Academic Support: https://rotmancommerce.utoronto.ca/current-students/academic-support/
- Book an appointment with a writing or presentation coach: http://uoft.me/writingcentres
- Writing and Presentation Coaching academic support page: https://rotmancommerce.utoronto.ca/current-students/academic-support/writing-and-presentation-coaching/
- Centre for Professional Skills Teamwork Resources page: https://rotmancommerce.utoronto.ca/teamwork-resources
- Book an appointment with a Teamwork Mentor: http://uoft.me/writingcentres