



# Rotman Commerce UNIVERSITY OF TORONTO

## **Statement of Acknowledgement of Traditional Land**

*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 Outline**

**RSM 464 H1 F**

**Organization Theory and its Applications**

Fall 2019

Course Meets Thursdays, 4:00-6:00/RT 142

---

Instructor: Ann Armstrong (off campus)  
E-Mail: [ann.armstrong@utoronto.ca](mailto:ann.armstrong@utoronto.ca)  
Webpage: <http://portal.utoronto.ca>  
Phone: 416-274-7294 (cell)  
Fax: 416978-5433  
Office Hours: After class and by appointment  
Teaching Assistant: Jerry Mathew

## **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.

## **Course Prerequisites RSM260H1**

### **Required Readings**

There is no textbook but there are various online readings and also a case package. A copy of the text, Daft, R. and Armstrong, A. *Organization Theory and Design (3rd Can. ed.)*, provides a detailed overview of the discipline of organization theory and design, and is available at the BIC.

### **Evaluation and Grades**

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well he, they or she has command of the course materials.

<u>Work</u>		<u>Due Date</u>
Class Contribution	15%	Ongoing
Simulation Analysis - Team	15%	10/10/19
Case Analysis - Individual	15%	14/11/19
Video Project - Team	25%	28/11/19
Research Participation	3%	TBD
Final Exam	27%	Take-home - during exam period

## **COURSE FORMAT AND EXPECTATIONS**

### **A1 Class Contribution (15%)**

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. Your participation will be recognized using Top Hat.

### **A2 Simulation Analysis – (15%)**

After you conduct the simulation in class on October 10, you will write a report that critically examines what you learned about organizational design and your team's dynamics. More details will be provided in class.

### **A3 Case for Analysis (15%)**

You will analyze *Thomas Green: Power, Office Politics and a Career in Crisis*, which is included in the case package. More details will be provided in class.

### **A4 Video 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.

### **A5 Research Participation (3%)**

Marketing and Organizational Behaviour researchers develop hypotheses and run experimental studies to test these hypotheses against actual behavior. The research requirement in this course is intended to supplement the material on marketing and organizational behavior by giving you more direct exposure to research in marketing and organizational behavior. Once you complete this research requirement, you will be given 3 points toward your grade in this course.

In order that you might better understand the research process, you may fulfill this requirement by: (1) participation in three research studies; or (2) analysis of three articles that report research studies. The research participant coordinator will provide further details.

### **A6 Take-home Final Exam (27%)**

The final exam is a take-home exam, which will be distributed in our last class.

To Use Turnitin.com:

Normally students will be required to submit their work to Turnitin.com 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 Turnitin.com reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the university's use of the Turnitin.com service are described on the Turnitin.com website.

For Written Assignments:

Please note that clear, concise, and correct writing will be considered in the evaluation of Assignments 2, 3 and 6. That is, you may lose points for writing that impedes understanding: poor organization, weak paragraph development, excessive wordiness, hard-to-follow sentence structure, spelling mistakes and grammatical errors. Students who require additional support and/or tutoring with respect to their writing skills are encouraged to visit the Academic Success Centre (<http://www.studentlife.utoronto.ca/asc>) or one of the College Writing Centres ([www.writing.utoronto.ca/writing-centres](http://www.writing.utoronto.ca/writing-centres)). These centres are teaching facilities – not editing services, where trained staff can assist students in developing their academic writing skills. There is no charge for the instruction and support.

For Team Work:

Assignments 2 and 4 require students to work in teams of four.

Learning to work together in teams is an important aspect of your education and preparation for your future careers. That said, project-based teamwork is often new to students; to work well in teams, it helps to follow a set of core expectations to best succeed at your team projects.

1. Read the document entitled, “Working in Teams: Guidelines for Rotman Commerce Students” which is available on the RC portal under the Academic Services tab.

2. When working in a team, Rotman Commerce students are expected to:

- Treat other members with courtesy and respect;
- Honour the ground rules established by the team;
- Contribute substantially and proportionally to the final project;
- Ensure enough familiarity with the entire contents of the group project/assignment so as to be able to sign off on it as original work;
- Meet the project timeline as established by the team.

3. Resolving conflicts:

Conflicts are part of the team's process of learning how to work together. When handled well, it can generate creativity and bring-multiple perspectives to the solution.

Student teams are expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). When teams are unable to arrive at a solution that works for all members, the team must meet with the Rotman Commerce Team Coach\*\* as soon as

possible. The Coach will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

\*\*For an appointment with a Rotman Commerce Team Coach, please contact Professor Nouman Ashraf at [nouman.ashraf@rotman.utoronto.ca](mailto:nouman.ashraf@rotman.utoronto.ca) Professor Ashraf is highly skilled at facilitating team dynamics and collaboration. Note that the Team Coach's role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.

## Electronic Course Materials

This course will be using the following electronic course materials: Top Hat and Cases. The cases are marked with \* in the schedule.

These materials will cost approximately \$72.97 Canadian (\$34.20 for Top Hat at the bookstore and \$38.77 for the HBS cases and readings.). The use of these materials complies with the University of Toronto policies which govern fees for course materials. **NB: *There is NO textbook to buy.***

### Weekly Schedule (as of August 18, 2019)

Session	Date	Topic	Cases/Readings/Activities
1	Sep 5	Welcome and Introduction	Course Map and Team Formation
2	Sep 12	Strategy	Read: <a href="http://www.mintzberg.org/blog/strategic-thinking-as-seeing">http://www.mintzberg.org/blog/strategic-thinking-as-seeing</a>
3	Sep 19	Environment	Read: Robert B. Duncan (1972) Characteristics of Organizational Environments and Perceived Environmental Uncertainty <i>Administrative Science Quarterly</i> Vol. 17, No. 3 (Sept), pp. 313-327
4	Sep 26	Structure 1	Read: Note on Organizational Structure*
5	Oct 3	Structure 2	Read: Beyond the Hierarchy Hype*
6	Oct 10	Structure 3	Simulation – Evolving Structures*
7	Oct 17	Size	Read: <a href="https://www.mindtools.com/pages/article/newLDR_87.htm">https://www.mindtools.com/pages/article/newLDR_87.htm</a>
8	Oct 24	Internationalization	Prepare: Canopy Growth Corporation:....*
9	Oct 31	Conflict	Prepare: Lego (A): The Crisis*
10	Nov 14	Power	Read: <a href="https://www.mindtools.com/pages/article/newLDR_56.htm">https://www.mindtools.com/pages/article/newLDR_56.htm</a> Simulation – Power Game
11	Nov 21	Change 1	Prepare: Transformation at Eli Lilly & Co.*

12	Nov 28	Change 2 and Wrap up	Read: Kotter on Change – e-book
Final Exam	Dec 7-20		

## **POLICY AND PROCEDURE**

### **Missed Tests and Assignments (including midterm examinations)**

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. The Request for Special Consideration Form and supporting documentation must be submitted in a timely manner in order for the request to be reviewed.

In such cases, students must notify the Rotman Commerce Program Office on the date of the course deliverable such as a missed test, or assignment missed class (in the case of participation marks), or due date. They must then complete a [Request for Special Consideration Form](#) and submit it along with supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Office within **2 business days** of the originally scheduled course deliverable. Students who do not provide appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed course deliverable.

Documentation submitted in support of petitions for missing tests and assignments must be original; no faxed or scanned copies will be accepted.

Note that the physician's report must establish that the patient was examined and diagnosed at the time of illness, not after the fact. Rotman Commerce will not accept a statement that merely confirms a later report of illness made by the student to a physician.

### **Late Assignments**

Students who, for reasons beyond their control, are unable to submit an assignment by its deadline must obtain approval from the instructor for an extension. Supporting documentation will be required as per the policy on missed tests and assignments.

### **Accessibility Needs**

The University of Toronto is committed to accessibility. If you require accommodations for a disability, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible: [accessibility.services@utoronto.ca](mailto:accessibility.services@utoronto.ca) or <http://www.studentlife.utoronto.ca/as>.

### **Academic Integrity**

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarships at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the UofT 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*

<http://www.governingcouncil.utoronto.ca/policies/behaveac.htm> 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 following procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any question 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 UofT resources such as 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 UofT 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 the ROSI system. For more information please visit <http://help.ic.utoronto.ca/category/3/utmail.html>

Forwarding your utoronto.ca email to a Hotmail, Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo 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.

### **Quercus and the Course Page**

The online course page for this course is accessed through Quercus. To access the course page, go to [q.utoronto.ca](http://q.utoronto.ca) and log in using your UTORid and password. Once you have logged in, you will be at the Quercus Dashboard. On this page you will see all of the courses you are presently enrolled in. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours.

### **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 (note: students who have been previously granted permission to record lectures as an accommodation for a disability are, of course, excepted). This includes tape recording, filming, photographing PowerPoint slides, Quercus materials, etc.

If permission 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 anyway. It is absolutely forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.