

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

Organization Theory and its Applications

Fall 2020

Course Meets Thursdays, 4:00-6:00 PM, online synchronously

Instructor: Ann Armstrong (off campus)
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Office Hours: After class and by appointment
Teaching Assistant: Holly Tait

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

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.

Required Technology

For Fall-Winter 2020-21, this course may be conducted entirely online. To participate fully and to complete the course successfully, you must ensure you have a computer with a working webcam, microphone and reliable access to an internet connection. For further details, please visit this link: [Recommended Technology Requirements for Remote/Online Learning](#)

Required Readings

There is no textbook but there are various online readings and also a case package. The contents of the case package are marked with *.

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 they have command of the course materials.

Work		Due Date
A1. Class Contribution	15%	Ongoing
A2. Simulation Analysis - Team	15%	22/10/20
A3. Case Analysis - Individual	15%	5/11/20
A4. Video Project - Team	25%	26/11/20
A5. Research Participation	3%	TBD
A6. Final Assessment	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. 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.

A2 Simulation Analysis – (15%)

After you conduct the simulation in class on October 15th 2020, 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 *Atikameksheng First Nation: Maps, Maple Syrup, and Mining** 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. 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.

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 Assessment (27%)

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

Turnitin.com:

Normally students will be required to submit their course essays to [Turnitin.com](https://www.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.

Written Assignments:

Please note that **clear, concise, coherent, and correct writing** will be considered in the evaluation of Assignments A2, A3 and A6. You may lose points for writing that impedes communication: 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 (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.

Rotman Commerce Centre for Professional Skills Teamwork Support:

Assignments A2 and A4 require students to work in teams of 4 or 5. Working as a team is challenging; this is true both in the real world and in your academic classes. However, learning to work together in teams is an important aspect of your education and preparation for your future careers. You are encouraged to review the teamwork resources available to all Rotman Commerce students at <https://rotmancommerce.utoronto.ca/teamwork-resources> while navigating these challenges, but keep in mind that supports are also available for when you think you may need extra help.

New in the 2020-2021 academic year, the Rotman Commerce Centre for Professional Skills (RC-CPS) will offer appointments with Teamwork Mentors for any teams encountering challenges in their teamwork.

Some possible reasons you might book an appointment with a Teamwork Mentor include:

- Team members have identified constraints on their time, work or accommodations they require that conflict with necessary timelines for the team.
- Teams are unsure how to divide their workload for a team project.
- Teams are concerned about how to integrate the individual contributions of each member and how to ensure team members are contributing equally.
- Teams are concerned about how to ensure all group members are aware of academic integrity guidelines (e.g., properly attributing sources) and follow them.
- Teams would like to be able to communicate more effectively with each other, particularly when navigating a remote work academic environment.

To book a meeting with a Teamwork Mentor, send an email to rotmancommerce.teamworkhelp@utoronto.ca with the course code in the subject line of the email. Any member of the team may reach out individually to book an appointment, but we also encourage teams to book their appointments as a team. You will normally receive a response within 24-36 hours, but note that during busy times of the semester the waiting period may be longer. Be proactive in booking your meeting, and do so **as soon as** challenges arise!

If you are a student registered with Accessibility Services, and extensions are one of your academic accommodations, you should consult with your Accessibility Advisor about this course. For considerations pertaining to teamwork and accessibility, please see information in the section on Accessibility Needs below under the Policies and Procedures heading.

Electronic Course Materials

This course will be using the following electronic course materials: they are available in one package from HBSP. A link will be provided. See the items noted with * as they are in the case package. These materials will cost a total of US\$44.00. The use of these materials complies with all University of Toronto policies which govern fees for course materials.

Credit/No-Credit Option in Rotman Commerce

You may request to Credit/No-Credit (CR/NCR) an RSM course in the following cases only:

- The course will not be used for any specialist or focus, including the 8.0 RSM FCE requirement.
- The course does not have a group work component.

If you wish to request CR/NCR for an RSM course, you must contact a Rotman Commerce academic advisor by the drop deadline for the current term. **The deadline for this term is November 9, 2020.**

Final approval is on a case-by-case basis with the permission of the Director, Rotman Commerce.

Weekly Schedule (as of August 14, 2020)

Session	Date	Topic	Readings and Activities
1	Sept 10	Welcome and Course Overview	Course Map and Team Formation
2	Sept 17	Strategy	Read: http://www.mintzberg.org/blog/strategic-thinking-as-seeing Prepare: A New Vision for the Stratford Festival*
3	Sept 24	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. Prepare: Keeping It Clean During COVID-19...*
4	Oct 1	Structure 1	Read: Note on Organizational Structure*
5	Oct 8	Structure 2	Read: Note on Organizational Structure*
6	Oct 15	Structure 3	Simulation – Evolving Structures*
7	Oct 22	Decision-making	Prepare: Andreas Keller In China*
8	Oct 29	Internationalization and Size	Read: https://www.mindtools.com/pages/article/newLDR_87.htm Prepare: Booster Juice: Bringing Canadian Smoothies to the Indian Market*
9	Nov 5	Change	Read: Kotter on Change – Ebook Prepare: Kanaka Bar Indian Band: Towards Self-Sufficiency, Vibrancy, and Sustainability*
10	Nov 19	Power and Conflict	Read: https://www.mindtools.com/pages/article/newLDR_56.htm Prepare: Riverdale Hospital: The Whistleblower in Pursuit of the Missing Money*

11	Nov 26	Culture	Read: https://www.zappos.com/about/stories/decode-your-culture-zappos-insights Video: GE versus NBC
12	December 10 (make-up)	Wrap-up	TBD

Please note that the last day you can drop this course without academic penalty is November 9, 2020.

Policies and Procedures

Missed Tests and Assignments (including mid-term and final-term examinations)

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may request special consideration.

In such cases, students must:

1. Notify the instructor AND the Rotman Commerce Program Office **on the date** of the missed course deliverable, e.g., missed test, final assessments, assignment or class (in the case of participation marks).
2. Complete a [Request for Special Consideration Form](#) and submit it along with supporting documentation this may include either your Self-Declaration of Absence on ACORN, or [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. Each situation will be addressed on a case by case basis, in light of the student's particular circumstances.

Note that documentation must clearly establish that you were ill or had other circumstances that prevented you from attending on the date in question. After-the-fact reports are not sufficient.

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 temporary or ongoing disability or health concern, or have any accessibility concerns about the

course, the classroom or course materials, please contact Accessibility Services as soon as possible at accessibility.services@utoronto.ca or studentlife.utoronto.ca/as.

For courses with deliverables that require you to work in teams, please note the following. If you are a student registered with Accessibility Services, and extensions are one of your academic accommodations, requests for extensions impact everyone in the group. As a result, requests for late submissions of any component of teamwork will require compelling reasons, advance notice, and must work for everyone in the team. You are encouraged to discuss with your course instructor, Accessibility Advisor, and other team members what you need in order to successfully complete your coursework. Additionally, the Rotman Commerce Centre for Professional Skills offers Teamwork Mentors (see section above) who can help you and your team discuss how to support you effectively and how to develop a work plan that meets the needs and constraints of all team members.

Volunteer Notetaking

If you're interested in helping to make our classroom more accessible, volunteer to be a notetaker!

Accessibility Services needs dependable volunteer notetakers to assist students living with a disability to achieve academic success. All you have to do is attend classes regularly and submit your notes consistently.

1. Register online as a Volunteer Note-Taker at:

<https://clockwork.studentlife.utoronto.ca/custom/misc/home.aspx>

2. Follow the link that says "Volunteer Notetakers"

3. Select your course and upload a sample of your notes

4. Once you have been selected as a notetaker, you'll get an email notifying you to upload your Notes.

If you have any questions or require assistance, please email as.notetaking@utoronto.ca or call 416-978-6186.

Volunteers may receive co-curricular credit or a certificate of appreciation.

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 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 U of T 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 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 help.ic.utoronto.ca/category/3/utmail.html.

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.

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 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 ACORN, 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. 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.

FIPPA Language

Notice of video recording and sharing (Download permissible; re-use prohibited)

This course, including your participation, will be recorded on video and will be available to students in the course for viewing remotely and after each session.

Course videos and materials belong to your instructor, the University, and/or other source depending on the specific facts of each situation, and are protected by copyright. In this course, you are permitted to download session videos and materials for your own academic use, but you should not copy, share, or use them for any other purpose without the explicit permission of the instructor.

For questions about recording and use of videos in which you appear please contact your instructor.