



COLLEGE OF BUSINESS

SPRING 2016

COURSE NUMBER: MGT 594 – 20862 – 01W
COURSE TITLE: Transforming Organizations
INSTRUCTOR: Dr. Guclu Atinc
REQUIRED TEXTS: “Organizational Theory, Design, and Change”, Gareth R. Jones, 7 th Edition, 2013, Pearson. ISBN: 10:0-13-272994-6

COURSE DESCRIPTION: This course examines issues related to organizational redesign and specifically to change process used by the organizations to respond to changes in internal and/or external environments. Also included are the sources of change, change strategies, and the impact of change on organizations. Use of case analysis is incorporated into the course to provide an opportunity to apply the concepts and issues to the studies.

PREREQUISITE: Students are expected to take this class with energy and enthusiasm to learn.

COURSE OBJECTIVES:

1. KNOWLEDGE OBJECTIVES OF THIS COURSE INCLUDE:

1. Understand organizational development and other theories, concepts, tools, and methodologies that can be used to transform organizations.
2. Understand and be able to apply behavioral, systems, process, and strategic concepts and theories to transform organizations and positively impact their efficiency, effectiveness, and long term viability and success.
3. Be able to analyze an organization, assess its need for transformation, and suggest viable improvements based on OD and other theories and tools.
4. Understand and be able to use intervention concepts and tools.

CLASS MEETING: Online

CLASS LOCATION: Online

TEACHING METHOD: Lecture, case studies, discussions, group project

OFFICE & TELEPHONE NUMBER: BA 310, Phone: 903-886-5685, Cell: 318-245-2870 (cell phone to be used only in emergencies)

EMAIL ADDRESS: guclu.atinc@tamuc.edu

OFFICE HOURS: Tuesdays 2:00-5:00 p.m.

ATTENDANCE POLICY: Due to the nature of this class there is no attendance policy. However, students of the online class are expected to be active participants. Online students are not required but expected to watch pre-recorded class lectures and attend live sessions.

MAKE-UP POLICY: Unless there is an officially documented reason for missing an exam, no make-up exams will be given.

STUDENTS WITH DISABILITIES: The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Office of Student Disability Resources and Services, Texas A&M-Commerce, Gee Library, Room 132 – Phone (903) 886-5150 or (903) 886-5835 – Fax (903) 468-8148 – StudentDisabilityServices@tamuc.edu

CODE OF STUDENT CONDUCT: All students will follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. See Student's Guidebook at <http://www.tamuc.edu/CampusLife/documents/studentGuidebook.pdf>. Plagiarism and other forms of academic dishonesty are not tolerated. Instructors "are expected to uphold and support student integrity and honesty by maintaining conditions that encourage and enforce academic honesty. Conduct that violates generally accepted standards of academic honesty is "Academic dishonesty." It includes, but is not limited to, plagiarism (the appropriation or stealing of the ideas or words of another and passing them off as one's own), cheating on exams or other course assignments, collusion (the unauthorized collaboration with others in preparing course assignments), and abuse (destruction, defacing, or removal) of resource material." See 13.99.99.R0.03 Plagiarism <http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.03Plagiarism.aspx>

Penalties for students guilty of academic dishonesty could include failing this course, disciplinary probation, suspension, and expulsion.

COURSE COMMUNICATION: Students are required to check their e-mail at least once a day for class information. The primary mode of communication in this class will be e-mail messaging. You should also check the eCollege platform for announcements, to access the course documents via Doc Sharing, post comments on the discussion board, and to check your grades. All the audio and video files will be uploaded to eCollege.

ASSIGNMENTS/CASES: There will be 4 (four) individual assignments. The students are required to turn in assignments on time. Unless the instructor gives specific instructions about the format of the assignments, the students are required to turn in typed (Times New Roman with font size of 12, double

spaced, 1 inch margins) documents.

OD PLAN: The OD Plan is for an organization that needs to be transformed. Organization will be assigned by the instructor. The paper must use APA style and have a minimum of 15 pages (full page text from top to bottom margin – these pages are in addition to the Cover page, Table of Contents page, Abstract page, Reference page and Appendix page) with a minimum of 12 references in the reference page. Please see Organization Development Plan rubric requirements in the document sharing files. You will find the information needed for completion of this assignment from research in database resources as well as published articles in business periodicals.

DISCUSSIONS: There will be 4 (four) discussions throughout the semester. The topics will be related to transforming organizations.

EXAMS: There will be 2 (two) exams. Exams will include M/C and/or essay type questions. If an exam is missed without an excused reason, students will not be allowed to make up for it.

EVALUATION:

Discussion/Participation	50 points
Exam 1	125 points
Exam 2	125 points
Assignments/Cases	100 points
OD Plan	100 (25 percent from peer evaluations)
Total	500 points
450 – 500	A
400 – 449	B
350 – 399	C
300 – 349	D
less than 300	F

Keep in mind that you are going to be accumulating points throughout the semester!
(In other words, try to get as many points as you can, including the occasional bonus points)

Course schedule is on the next page.

COURSE SCHEDULE

DATE	TOPIC	READING ASSIGNMENT	NOTE
Week 1 01/19-01/24	Organizations and Organizational Effectiveness	Chapter 1	
Week 2 01/25-01/31	Stakeholders, Managers, and Ethics	Chapter 2	
Week 3 02/01-02/07	Organizing in a Changing Global Environment	Chapter 3	Discussion 1
Week 4 02/08-02/14	Basic Challenges of Organizational Design	Chapter 4	Assignment 1 Due on 02/14
Week 5 02/15-02/21	Designing Organizational Structure: Authority and Control	Chapter 5	
Week 6 02/22-02/28	Designing Organizational Structure: Specialization and Coordination	Chapter 6	Discussion 2
Week 7 02/29-03/06	Creating and Managing Organizational Culture	Chapter 7	Assignment 2 Due on 03/06
Week 8 03/07-03/13	EXAM 1		Chapters 1-7
Week 9 03/14-03/20			SPRING BREAK
Week 10 03/21-03/27	Organizational Design and Strategy in a Changing Global Environment	Chapter 8	
	Organizational Design, Competences, and Technology	Chapter 9	
Week 11 03/28-04/03	Types and Forms of Organizational Change	Chapter 10	Discussion 3
Week 12 04/04-04/10	Organizational Transformations: Birth, Growth, Decline, and Death	Chapter 11	Assignment 3 Due on 04/10
Week 13 04/11-04/17	Decision Making, Learning, Knowledge Management, and Information Technology	Chapter 12	Discussion 4
Week 14 04/18-04/24	Innovation, Intrapreneurship, and Creativity	Chapter 13	Assignment 4 Due on 04/24
Week 15 04/25-05/01	Managing Conflict, Power, and Politics	Chapter 14	
Week 16 05/02-05/08	FINAL EXAM		Chapters 8-14
	OD PLAN SUBMISSION		Due on 05/03/2015

The above schedule is tentative and subject to change throughout the semester