

**UPPER IOWA UNIVERSITY
EXTERNAL DEGREE PROGRAM**

BA 390-06 COMPLEX ORGANIZATIONS

COURSE DESCRIPTION:

An exploration of the structural and functional characteristics of formal organizations such as corporations, government agencies, schools, etc. Special attention will be given to such topics as: theories of management from Taylor to Theory Z, the relations between the internal structure of organizations and the different forms of social stratification throughout American Society – i.e. class, racial, ethnic, and gender stratification systems; and the new forms of management strategy in the global economy. Note: Same as SOC 390. Three semester credits.

COURSE OBJECTIVES:

Upon completion of this course, a student will:

1. Identify various theoretical frameworks and interpret how they influence organizational behavior.
2. Identify and analyze current business and social trends and changes facing any organization.
3. Recognize the interdepartmental and interpersonal relationships within an organization and describe their effects on organizational and individual performance.
4. Assess an organization's culture, environment, and operational effectiveness.
5. Evaluate various individuals' roles in the success or failure of the organization.
6. Apply political and managerial theory to strategic decision-making.

SKILLS:

The student will be able to:

1. Set goals, assess the external environment, develop strategies and structure organizations to accomplish the purpose of the organization.
2. Utilize recent technological developments to exchange information and effectively structure your organization to meet the demands of the environment.
3. Manage corporate cultural developments and influence ethical and socially responsible behavior.
4. Recognize and implement the various forms of decision making in an organizational environment.

WRITING PROFICIENCY:

It is recommended that all papers and research are done in the APA style. We expect appropriate writing skills of proper grammar, punctuation, sentence structure, paragraph development, and logical sequence of thought in all written work, and exams.

It is recommended that all students purchase one of the two APA guide/manual listed on the UIU website.

1. Publication Manual of the American Psychological Association. \$27.00 new.
2. World's Easiest Guide to Using APA. \$22.00 new.

REQUIRED COURSE MATERIALS:

1. Text: Daft, Richard L. Organization Theory and Design, Ninth Edition, South-Western College Publishing, Cincinnati, Ohio: 2007
2. Syllabus.

You may purchase your textbook through MBS Direct by calling their toll free number at: 800-325-3252 or through the UIU homepage: www.uiu.edu. Click on the link for current students then select order textbooks from the options in the left hand column. Follow the link and select External Degree for your location.

COURSE OVERVIEW:

Course Requirements:

Students are expected to read the chapters in the textbook assigned and to answer the appropriate discussion questions at the end of each chapter as identified in this syllabus. It is strongly recommended that students complete each unit and receive the graded work back from the Instructor prior to taking the exam. Students may request their exams using the Exam Request form in the syllabus at any time but should allow 2–3 weeks for the assignments to be returned from the Instructor.

1. Read the chapters in the textbook as assigned.
2. Answer the discussion questions for chapters 1 – 5.
3. Take the Unit I examination.
4. Answer the discussion questions for chapters 6 – 9.
5. Take the Unit II examination.
6. Answer the discussion questions for chapters 10 – 13.
7. Take the Unit III examination.

Course Assignments:

Unit I Organizational Purpose, Structure, and External Environment

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|------------------|---|
| Chapter 1 | Organizations and Organization Theory
Discussion Questions: 1, 3, 4, 5, and 6 |
| Chapter 2 | Strategy, Organization Design, and Effectiveness
Discussion Questions: 1, 4, 6, 8, and 10 |
| Chapter 3 | Fundamentals of Organization Structure
Discussion Questions: 1, 2, 3, 5, and 6 |

- Chapter 4 The External Environment**
Discussion Questions: 2, 3, 4, 5, and 7
- Chapter 5 Interorganizational Relationships**
Discussion Questions: 4, 6, 7, 9, and 10

Submit Answers to Discussion Questions for Chapters 1 – 5

Unit I Examination on Chapters 1 – 5

Unit II Open System and Internal Design Elements

- Chapter 6 Designing Organizations for the International Environment**
Discussion Questions: 1, 3, 4, 7, and 11
- Chapter 7 Manufacturing and Service Technologies**
Discussion Questions: 2, 3, 4, 5, and 8
- Chapter 8 Information Technology and Control**
Discussion Questions: 3, 5, 7, 8, and 10
- Chapter 9 Organizational Size, Life Cycle, and Decline**
Discussion Questions: 1, 2, 5, 7, and 8

Submit Answers to Discussion Questions for Chapters 6 - 9

Unit II Examination on Chapters 6 - 9

Unit III Managing Dynamic Processes

- Chapter 10 Organizational Culture and Ethical Values**
Discussion Questions: 3, 5, 7, 8, and 9
- Chapter 11 Innovation and Change**
Discussion Questions: 1, 3, 6, 7, and 8
- Chapter 12 Decision-Making Processes**
Discussion Questions: 2, 4, 5, 6, and 8
- Chapter 13 Conflict, Power, and Politics**
Discussion Questions: 1, 2, 3, 4, and 10

Submit Answers to Discussion Questions for Chapters 10 – 13:

Unit III Examination on Chapters 10 – 13

EXAMINATION INFORMATION:

There are three proctored examinations. The first examination (Unit I Exam) will cover chapters 1 – 5 and consists of ten (10) essay questions, which will be drawn from the discussion questions for Unit I. Each exam question is worth 20 points. The second examination (Unit II Exam) will cover chapters 6 – 9 and consists of eight (8) essay questions, which will be drawn from the discussion questions for Unit II. The third examination (Unit III Exam) will cover chapters 10 - 13 and consists of eight (8) essay questions, which will be drawn from the discussion questions

for Unit III. You will have three hours for each test. No books, notes or other material will be allowed in your possession during the test.

NOTE: In order to pass this course, you must get a passing grade (“D” or better), in one of the two exams and have enough cumulative points to earn a passing grade.

COMPOSITION OF GRADE:

Unit I Questions @ 5 points per question	=	125 points
Unit I Exam @ 20 points per question	=	200 points
Unit II Questions @ 5 points per question	=	100 points
Unit II Exam @ 20 points per question	=	160 points
Unit II Questions @ 5 points per question	=	100 points
Unit II Exam @ 20 points per question	=	<u>160 points</u>
TOTAL		845 points

Upper Iowa University uses a standard grading system. Your grade will be determined in accordance with the scale below:

761 - 845	=	A
676 - 760	=	B
592 - 675	=	C
507 - 591	=	D
<507	=	F

UPPER IOWA UNIVERSITY USES A STANDARD GRADING SYSTEM

A = All work is excellent, shows exceptional understanding of materials; logical, clear and insightful written and oral work, incorporates knowledge from other sources and moves easily to the next level of understanding, works well beyond minimum requirements.

B = Understanding of material is good to very good, demonstrates good grasp of material, good oral and written skills, produces more than the minimum requirements, quality of all work is high.

C = Satisfactory understanding of the material, submits only the minimum requirements, communicates adequately in oral and written formats, displays an adequate understanding of all basic concepts.

D = Quality and quantity of written and oral work is below average and barely acceptable.

F = Quality and quantity of written and oral work is unacceptable.

CHEATING, ACADEMIC DISHONESTY AND PLAGIARISM:

Because cheating, academic dishonesty and plagiarism are affronts to the University community as a whole and a denial of the offender’s own integrity, they will not be tolerated. Cheating includes but is not limited to:

- the use of unauthorized books, notes or other sources in the giving or securing of help in an examination or other course assignments,

- the copying of other students' work or allowing others to copy your work,
- the submission of work that is not your own or allowing others to submit your work as theirs,
- the submission of the same work for two or more classes without the approval of any instructors involved.

Academic dishonesty includes, but is not limited to:

- sharing academic materials knowing they will be used inappropriately,
- having access to another person's work without permission,
- providing false or incomplete information on an academic document,
- changing student records without approval.
- obtaining and using texts intended for instructor use only.

Plagiarism includes, but is not limited to:

- the presentation of another's published or unpublished work as one's own,
- taking words or ideas of another and either copying them or paraphrasing them without proper citation of the source,
- using charts, graphs, statistics or tables without proper citation.

Detected cheating, academic dishonesty, or plagiarism will result in consequences that may, at the instructor's discretion, include course failure. In addition, an offender may be reported to the Senior Vice President for the Extended University, the Dean of the Extended University, or designee for possible disciplinary action, which may include suspension or dismissal from the University. Upper Iowa University may make use of various plagiarism detection services. Individuals, by enrolling in courses offered by the University, consent to submission by the University of course-related assignments to such services and the retention of a copy of such assignments by the service.

Cheating, academic dishonesty and plagiarism infractions are tracked by the Dean of the Extended University, and cumulative evidence collected from multiple incidents will be considered when making suspension or dismissal decisions.

Extended University Catalog 2006/07 page 94.

http://www.uiu.edu/catalogs/eu/html/univ_policies.html#cheating

ATTENDANCE:

Even though a student does not attend a regular classroom in the traditional sense and keep up with a set schedule of assignments, it should be pointed out how important it is to keep yourself on a regular timely schedule if possible to complete and send in units. It is too easy to set work aside and decide to do it later. Suddenly, the need to complete assignments and get them in by deadlines can become stressful and, at times, impossible. The key would be to set time aside on a regular basis and submit work in a timely manner.

LIBRARY RESOURCES:

As a student of Upper Iowa University, you have access to the resources of the Henderson-Wilder Library on the Fayette campus. If travel to the campus is not feasible, you can access the library through the University's website. For InfoTrac access information, please contact the library at library@uiu.edu.

WITHDRAWAL:

If you wish to withdraw prior to the last day of the enrollment period you must contact the External Degree office by phone or in writing. After your original six-month enrollment period you no longer have the option to withdraw from the course. You must finish the course or have a final grade assigned on the coursework submitted.

SPECIAL NEEDS:

If you require accommodation for special needs, please provide documentation to the Director of External Degree.

This syllabus is tentative and subject to change.