I. **General Information**

- Course Number: MGMT 454
- Title: Organization Theory
- Units: 3
- Prerequisites: MGMT 300, IS 301
- Course Coordinator / SCO Prepared by Dr. Chai Lin Cummings
- Date prepared / revised: Oct 8th, 2012
- Updated: Feb 23rd, 2015

II. **Catalog Description**

Design and adaptation of organizations. Development of tools for analysis and design. Exploration of organizational structure. The organization as a system of authority, a political system, and an information and coordination device. Cases and computer simulations. Letter grade only (A-F).

III. **Curriculum Justification(s)**

Organization Theory (MGMT454) is a required course for the management major. Course exams focus on the key issues - organization design and adaptation - that contribute to organizational effectiveness. Organization design and adaptation encompass formal and informal structural considerations, external environment and internal organizational characteristics, and dynamic management processes manifested in the form of culture, decision-making, innovation, organizational change, conflict and politics. Through exploring organization theories and design principles, we can understand an organization as a goal-implementation device, a system of authority relationships, a political system, as well as an information and coordination device.

Course content and instruction methods should be designed to fulfill the following CBA undergraduate learning goals:
- Critical Thinking (General)
- Ethics (General)
- Business Functions (Management-Specific)
- Domestic & Global Environment (Management-Specific)

IV. **Course Objective(s)**

The course objectives are discussed in the context of how to fulfill CBA undergraduate learning goals.
**Critical thinking (General):** Students will demonstrate conceptual learning, critical thinking, and problem-solving skills.
- Evaluate organization design suitability in various empirical settings.
- Diagnose the appropriateness of the organization change/transformation process.
- Craft compelling arguments for organization redesign proposals.
- Provide logical and feasible recommendations that align organization design elements with the goals, purposes, and strategies of organizations.

Suggested methods of assessment: objective test questions, scenario discussion questions, case analysis, research paper.

**Ethics (General):** Students will be able to demonstrate awareness of ethical, social responsibility, and citizenship issues, with applications in decision making for local, regional, and global communities.
- Demonstrate understanding of key ethical principles and company values.
- Evaluate how social-cultural trends influence the construction of modern managerial practices.
- Examine the relationship between social responsibility and organizational effectiveness.

Suggested methods of assessment: objective test questions, essay questions, debate.

**Business Functions (Management-Specific):** Students will be able to demonstrate understanding of all business functions, practices and related theories and be able to integrate this functional knowledge to address business problems.
- Identify basic principles of organizational design.
- Examine how organizations can adopt, survive, and succeed in rapidly changing environments.
- Demonstrate understanding of the key dimensions and usages of various decision-making models.
- Recognize the role of technology in facilitating coordination and control.
- Survey power dynamics within organizations and understand why organization can be viewed as a political system.

Suggested methods of assessment: objective test questions, essay questions, case analysis, research paper.

**Domestic & Global Environment (Management-Specific):** Students will be able to demonstrate knowledge of today’s domestic and global business environment (e.g., legal, regulatory, political, cultural, and economic factors).
- Demonstrate understanding of the basic elements of organization structure for international expansion.
- Identity the key managerial challenges facing global expansion.
- Learn to align organization structure elements with the goals and purposes of international strategies.
Suggested methods of assessment: objective test questions, essay questions, case analysis, research paper

V. Outline of Subject Matter

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<th>Topics to be covered:</th>
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<tr>
<td>Basic elements of organizations</td>
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<td>Strategy, organization design, and effectiveness</td>
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<td>Fundamentals of organization structure</td>
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<td>Inter-organizational relationships</td>
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<td>Designing organizations for the international environment</td>
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<td>Manufacturing and service technologies</td>
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<td>Using IT for coordination and control</td>
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<td>Organization size, life cycle, and decline</td>
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<td>Organization culture and ethical values</td>
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<td>Innovation and change</td>
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<td>Decision-making processes</td>
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<td>Conflict, power, and politics</td>
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VI. Methods of Instruction

a. Instructors should use appropriate instruction methods that are consistent with the course description stated in Section II and serve the course objectives listed in Section IV of this SCO. Examples of instruction methods for the course include:

- Class lecture/examples/discussion
- Case analyses/exercises/presentation
- Written assignments
- Simulation/software
- Team project

b. Instructors should use appropriate textbooks that are consistent with the course description stated in Section II and serve the course objectives listed in Section IV of this SCO. The following is illustrative:

- Case packet

Instructors may use a custom book. Additional readings and cases may be selected.
VII. Instructional Policies Requirements

Instructional policies should be consistent with the course description stated in Section II, and should serve the course objectives listed in section IV of this SCO.

Instructors may specify their own policies with regard to plagiarism, withdrawal, absences, etc., as long as these policies are consistent with the University policies published in the CSULB Catalog. It is expected that every course will follow University policies on Final Course Grades, Grading Procedures, and Final Assessments (PS 05-07), Attendance (PS 01-01), Course Syllabi (PS 11-07), Final Course Grades, Grading Procedures, and Final Assessments (PS 05-07), and Withdrawals (PS 02-02 rev). If some or all sections of the course are to be taught, in part or entirely, by distance learning in the future, the course must follow the provisions of PS 03-11, Academic Technology and the Mode of Instruction.

All sections of the course will have a syllabus that includes the information required by the syllabus policy adopted by the Academic Senate. Instructors will include information on how students may make up work for excused absences. When class participation is a required part of the course, syllabi will include information on how participation is assessed.

Students with Disabilities. Students with disabilities are responsible for notifying their instructor as early as possible of their needs for an accommodation of a verified disability. A student with a disability is urged to consult with Disabled Student Services as soon as possible in order to identify possible accommodations to enhance academic success.