



蘇州大學  
Soochow University

## **BUS 304 Organizational Theory**

**Summer 2023**

**Course Credits:** 4

**Contact Hours:** 55 hours

**Instructor:** TBA

**Email:** TBA

### **COURSE OBJECTIVES**

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This course provides students with a comprehensive understanding of the principles, concepts, and practices related to organizational design, and explores how the changing environment affects the way managers design and change organizational structure to increase organizational effectiveness. Topics covered include organizations and organizational effectiveness; organizational design; organizational structure; organizational culture; innovation and change; decision making; and managing conflict, power and politics. Through real-world examples, students will develop critical thinking skills and apply appropriate tools and techniques to analyze, evaluate, and design organizational structures that align with strategic goals and optimize organizational performance.

Upon completion of this course, students will be able to:

1. Understand the principles and concepts related to organizational theory and design;
2. Identify and evaluate the internal and external factors influencing organizational structure and design;
3. compares and evaluates the strengths and weaknesses of various organizational structural forms;
4. Choose appropriate tools and techniques to design effective organizational structures;
5. Evaluate the impact of organizational design on individual and group behavior within organizations;
6. Recognize the challenges and opportunities associated with organizational



change and innovation.

## **PREREQUISITES**

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MAG 291 Organizational Behaviour

## **GRADING**

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Grades will be determined by accumulating points, with 100 points being the maximum, as follows:

<b>ITEM</b>	<b>POINTS</b>
2 Quizzes	20 Points
Midterm 1	15 Points
Midterm 2	15 Points
2 Projects	30 Points
Final Exam	20 Points
Total	100 Points

Late submissions will be graded at the end of the course. Grades will be assigned according to the following rule:

$A \geq 90 > B \geq 80 > C \geq 70 > D \geq 60 > F$ .

We reserve the right to make adjustments to the overall grading policy.

## **COURSE MATERIALS**

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### **Required Texts:**

Gareth R. Jones, Organizational Theory, Design, and Change, 7th Edition, Pearson Education, 2012.

### **Recommended (Optional) Texts or Other Materials:**

None

## **COURSE TOPICS**

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<b>MODULE</b>	<b>TASKS</b>
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Module 1	<p><b>Topics:</b>  Topic 1: Introduction and Course Overview  Topic 2: Organizations and Organizational Effectiveness  Topic 3: Stakeholders, Managers, and Ethics  Topic 4: Organizing in a Changing Global Environment</p> <p><b>Assessments:</b>  Quiz#1</p>
Module 2	<p><b>Topics:</b>  Topic 5: Organizational Design  Topic 6: Basic Challenges of Organizational Design  Topic 7: Designing Organizational Structure: Authority and Control  Topic 8: Designing Organizational Structure: Specialization and Coordination</p> <p><b>Assessments:</b>  Quiz#2  Project#1</p>
Module 3	<p><b>Topics:</b>  Topic 9: Creating and Managing Organizational Culture  Topic 10: Organizational Design and Strategy in a Changing Global Environment  Topic 11: Organizational Design and Strategy in a Changing Global Environment (Cont.)  Topic 12: Organizational Design, Competences, and Technology</p> <p><b>Assessments:</b>  Midterm#1  Project#2</p>
Module 4	<p><b>Topics:</b>  Topic 13: Organizational Change: Types and Forms  Topic 14: Forces for and Resistance to Organizational Change  Topic 15: Organizational Transformations: Birth, Growth, Decline, and Death  Topic 16: Organizational Decision Making</p> <p><b>Assessments:</b>  Midterm#2  Project Presentation</p>
Module 5	<p><b>Topics:</b>  Topic 17: Knowledge Management and Information Technology  Topic 18: Innovation, Intrapreneurship, and Creativity  Topic 19: Managing Conflict, Power, and Politics  Topic 20: Final Exam Review, Q&amp;A</p> <p><b>Assessments:</b>  Final Exam</p>



## **ATTENDANCE**

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1) Class attendance is required. Missing classes without permission will lead to decrease in overall grade.

Missing less than two classes: no penalty.

Missing more than two classes: 7% will be taken off from the overall grade.

If the instructor reports a student's frequent missing of class to the Soochow University Academic Administration Office, the student might get a written warning and might be prohibited from attending final exam.

2) Participants in this course are expected to arrive in class promptly and adequately prepared. The primary objective of this course is to critically engage with the readings and the subject matter. Therefore, course participants are expected to have completed the reading prior to class and prepare thoughtful reflections/commentaries to share with fellow colleagues.

## **LEARNING REQUIREMENTS**

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- 1) Late assignments are not acceptable and are subjected to grade deductions.
- 2) Assignments submitted in the wrong format will be counted as not submitted.
- 3) Failure to submit or fulfill any required course component results in failure of the class.
- 4) Make-up for midterm and final exams only with valid excuses, as defined by the University.
- 5) In order to earn a Certificate of Completion, participants must thoughtfully complete all assignments by stated deadlines and earn an average quiz score of 50% or greater.

## **TECHNOLOGY POLICY**

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The use of electronic devices in class is distracting, both for the user and for the rest of the class. Only non-programmable calculators can be used in the tests and exam. Any attempts to use cell phones and other electronic communication devices will be seemed as cheating. Laptops are discouraged, unless you use them for activities DIRECTLY related to the course (e.g., note taking, reading course documents).



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## **ACADEMIC INTEGRITY POLICY**

Soochow University highly values the academic integrity and aims to promote the academic fairness, honesty and responsibility. Any academic dishonesty behaviors and any attempts to cheats and plagiarism will be reported to the university administration office. A written warning and the relevant penalties will be imposed. The record might be shown on the official university transcript.

## **DISABILITY ACCOMMODATION**

Soochow University is committed to maintaining a barrier-free environment so that students with disabilities can fully access programs, courses, services, and activities at Soochow University. Students with disabilities who require accommodations for access to and/or participation in this course are welcome.

Note:

Please contact the University Administrative Office immediately if you have a learning disability, a medical issue, or any other type of problem that prevents professors from seeing you have learned the course material.