

**AMBERTON UNIVERSITY**  
**SYLLABUS FOR LECTURE/CLASSROOM COURSE**

**MGT5172. 21 Designing Competitive Organizations**  
**Fall 2024**

**Location: Frisco Center**

**PROFESSOR INFORMATION:**

Name: Dr. Di Ann Sanchez, SPHR, SHRM-SCP  
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Faculty Fax #: 972-686-5890  
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**COURSE INFORMATION:**

MGT5172. 21 Designing Competitive Organizations

Level: Graduate

Beginning Date of Session: Saturday, September 14, 2024

Ending Date of Session: Thursday, November 21, 2024

The first class meeting is **Tuesday, June 17, 2024**, in **Room #F2 (Frisco Center)**

All Monday-Thursday lecture classes begin promptly at 6:30 p.m.

All Saturday lecture classes begin promptly at 8:30 a.m.

**COURSE PREREQUISITES:**

Management principles course or the equivalent.

**TEXTBOOK(S) AND REQUIRED MATERIALS:**

Title: Organizational Theory & Design  
Author: Richard Daft  
Publisher: Cengage, Inc.  
Year Published: 2020  
Edition: 13  
ISBN: 13: 9780357445143  
Title of Text

Amberton University has an agreement with eCampus.com to provide a full-service online bookstore to students. The Amberton University Virtual Bookstore is accessible through the University's website, [www.Amberton.edu](http://www.Amberton.edu). There is also a bookstore link in the Student Portal.

The AU Virtual Bookstore provides an easy to use interface, online buyback of books, and same day shipment of most titles with an average delivery time of 2-3 days depending on the student's location. Textbook options include new, used, rental, and electronic media as available.

Since no books are sold on campus, students should plan accordingly and purchase their books in advance of the first day of class, allowing time for shipping. Be certain you are enrolled in the course before purchasing your book(s). All textbook information (Title, Author, ISBN, etc.) is available in course syllabi so students can shop competitively. Most textbooks can be purchased from many different textbook vendors. Some textbooks may only be available on the University's Virtual Bookstore. Students should be careful to obtain the exact resource(s) required for the course.

**APA Requirement**

APA (American Psychological Association) style is most commonly used to cite sources within the social sciences. This resource, revised according to the 7<sup>th</sup> edition, offers examples for the general format of APA research papers, in-text citations, endnotes/footnotes, and the reference page. For more information, please

consult the *Publication Manual of the American Psychological Association*, (7<sup>th</sup> ed.). All coursework at Amberton University will comply with the standards contained in the APA Publication Manual.

### COURSE COMPETENCIES:

The following represents the course competencies for this class. Competencies are equivalent for all lecture and distance learning courses. Following each competency is the assignment used to gain mastery of this area of study.

The course presents various theories of organizational designs in a behavioral approach to organizational effectiveness. The focus is on organizational types, effectiveness, competitiveness, and efficiency. It explores internal and external factors that have a positive or negative impact on achieving organizational goals. The course evaluates the ever-changing modern work environment and the effectiveness of a well-designed organization.

**CAVEAT:** No graduate credit will be awarded if MGT3172 has been successfully completed.

### UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:

1. Executing a strategy for managing interdepartmental goal conflict.
2. Evaluating leading organizational concepts for effective organizational structure and processes.
3. Designing a systems approach to organizational design.
4. Reviewing the processes of integrating individual and organizational goals.
5. Defining and reconciling the types and critical dimensions of contemporary organizational environments.
6. Planning organizational strategies to sustain and grow the organization.
7. Classifying and assessing the effectiveness of organizational types.
8. Investigating the cause-and-effect relationships within organizations.
9. Exploring motivational theories and their application to modern organizations.
10. Evaluating the structure specific job/work assignments within multigenerational work forces.
11. Understanding the importance and function of internal and external audits.
12. Analyzing the SWOT analysis, applications, and its impact on an organization.

### COURSE POLICIES:

- (Guidelines for Written Assignments.** When you submit written work, please prepare it in a word processor using a format/style consistent with professional business practice. All written assignments must use APA standards (see using APA style in the library resources). The following website will provide some examples of proper APA citations (<http://www.apastyle.org>), but the best source is The Publication Manual of the American Psychological Association (7<sup>th</sup> edition).
- Late Policy for Assignments is as follows:**  
An assignment submitted after the due date will be assessed with a **10% grade deduction for the first 2 days late and 5% each day afterward for up to 5 days**. If circumstances arise that preclude meeting this course requirement or assignment deadline, you must notify me immediately.  
  
If an assignment is turned in 5 or more days later, the assignment will be accepted, but NO points will be earned. When submitting an assignment, please include your name, **MGT5172**, and the assignment title on the first page of the assignment. *When you upload your assignment to Moodle, it must be able to be opened in order for it to be considered on time*. Assignments not submitted correctly will not be graded and will be returned. Resubmitted assignments must still be in by the due date. Due date credit is not given for assignments that are returned ungraded.  
  
All assignments must be submitted by 11:30 pm (CST) on the dates listed to ensure no penalty points will be applied. The student is responsible if a file is submitted that cannot be read and, therefore, cannot be graded. It is acceptable to submit assignments early; however, grading will be according to the stated schedule for the due dates. No work will be accepted after one week past the due dates.
- Extra Credit** – This class has no extra credit work.

4. **Academic Resources** – When researching an assignment, most of your sources should be textbooks or peer-reviewed academic journals, such as those found in the university library databases. Internet searches often take you to non-academic information resources such as Wikipedia.com, Ask.com, Encarta.msn.com, Infoplease.com, etc. Information gathered from these sites may be unreliable and inaccurate since they do not follow the formal oversight of the peer review process. Please avoid using these sites. They will not be permitted and will not count toward fulfilling assignments. **All students must complete the Library review and pass the quiz. If this is not completed, the Graduate Research Project will be reduced by 10%.**
5. **Feedback** – Feedback is provided for graded exercises and assignments within 5-6 days of the due date. Moreover, if you need feedback at any time regarding participation assignments, please ask.
6. **Incompletes** – Amberton University policy states that it is up to an instructor's discretion whether he or she grants an "Incomplete" at the end of the course.
7. **Course Contribution** – You are expected to study and learn, provide on-time completion of assignments, and regularly participate in and supply practical contributions to in-class discussions and activities. Those who demonstrate consistently high quality and professional performance and regularly contribute to course activities will earn high grades in this course. Please plan on meeting the course requirements schedule. On rare occasions, circumstances beyond your control may result in your missing a course commitment. **Please contact me before the due dates to discuss your situation.**
8. **Plagiarism** - Students agree that by taking this course, all required papers may be subject to submission for textual similarity review to TurnItIn.com for the detection of plagiarism. All submitted papers will be included as source documents in the TurnItIn.com reference database solely to detect plagiarism in such papers. Use of TurnItIn.com service is subject to the Usage Policy posted on the TurnItIn.com site. **The maximum Turnitin report cannot exceed 20%.** AI is not allowed and will show up on the Turnitin Report. State any policies related to the course i.e., make-up exams, late assignments, incompletes, etc.)

### ***Student's Responsibilities***

This syllabus contains information, policies, and procedures for a specific course. By enrolling, the student agrees to read, understand, and abide by the policies, rules, regulations, and ethical standards of Amberton University as contained in the current university catalog and schedule of classes.

### ***Attendance Policy:***

Regular and punctual class attendance and engagement is expected at Amberton University. In case of an absence, it is the student's responsibility to contact the professor as soon as possible. If a student intends on withdrawing from a course, it is the student's responsibility to follow the university's policy on formally withdrawing from a course. **Ceasing to attend classes does not constitute an official withdrawal.**

Attendance in a lecture course is defined as punctual arrival to, and engagement in, a full lecture session. A Student in a lecture course missing more than 20% (two class periods for weekday classes or one class period for Saturday classes) of the class meetings may be assigned a grade of an "F" or withdrawn at the discretion of Amberton University.

Attendance in a distance learning course is defined as active participation in the weekly online class sessions. "Active participation" can be defined as: submitting an academic assignment, taking an exam, engaging in an interactive tutorial, participating in an online discussion forum (or chat session), or initiating (or responding to) a communication with a faculty member about an academic assignment or the subject matter of the course. A student not meeting these requirements may be assigned a grade of an "F" or withdrawn at the discretion of Amberton University.

### ***Plagiarism Policy***

Plagiarism is the presentation of someone else's work as though it were your own. If you use another person's words, ideas, or information; or if you use material from an outside source – whether a book, magazine, newspaper, business publication, broadcast, speech, or electronic media – you must acknowledge that

source. Plagiarism is a violation of the University's code of student ethical conduct and is one that is taken seriously. Amberton University operates on an honor system; therefore, honesty and integrity are essential characteristics of all who are associated with the institution. All Amberton students are expected to abide by the honor system and maintain academic integrity in all their work. Amberton University and its instructors monitor student work for plagiarism and reserve the right to submit such work to technology-based plagiarism detection services and applications at any time.

Self-plagiarism means reusing work that you have already published or submitted for a class. It can involve:

- Resubmitting an entire paper
- Copying or paraphrasing passages from your previous work

Self-plagiarism misleads your readers by presenting previous work as completely new and original. Students may not submit the same paper in substance in two or more classes without prior written permission of the instructors involved.

Amberton University students who use Artificial Intelligence (AI) generated content must adhere to the following policies:

**Originality:** Students must avoid presenting AI generated content as their own original work. It is essential to acknowledge the involvement of AI in the content creation process in order to maintain academic and ethical standards.

**Paraphrasing:** When using AI generated content, students must rephrase and/or modify the generated text. Paraphrased AI generated content should also be properly cited.

**Acknowledgement:** When using AI generated content in any assignment, proper credit must be given to the AI system that generated the content. <https://apastyle.apa.org/blog/how-to-cite-chatgpt>

Students agree that by taking this course, all required assignments may be subject to submission for a textual similarity review to Turnitin.com for the detection of plagiarism and self-plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism in future papers. Use of Turnitin.com service is subject to the Usage Policy posted on the Turnitin.com website.

Turnitin is a writing improvement and plagiarism prevention tool which uses special algorithms, to compare text-based student submissions to the Turnitin database and other online sources. Turnitin produces a detailed **similarity report** that can be customized and viewed by instructors and students.

Turnitin "Draft Coach" is a Google based add-on to Turnitin which supports students in developing high-quality academic writing; and serves as an integrity coach. Draft Coach helps address errors and improve the quality of student's writing by highlighting grammar mistakes, identifying incorrectly cited sources, and scanning for similarity across several databases. By providing formative feedback on how to address citation issues, incorrect grammar, and matches with the Turnitin database, Draft Coach provides explanations to help students become more confident writers, capable of producing higher quality work both in academics and in the workplace.

#### **COURSE DELIVERY METHODOLOGY:**

This course is offered as a Lecture/Classroom course. This course requires that students meet at a designated time in the classroom.

#### **COURSE OUTLINE AND CALENDAR:**

This course presents various theories of organizational designs in behavioral approaches to organizational effectiveness. The focus is on organizational types, effectiveness, competitiveness, and efficiency. It explores internal and external factors that positively or negatively impact achieving organizational goals. The course evaluates the ever-changing modern work environment and the effectiveness of a well-designed organization.

#### **COURSE OUTLINE AND CALENDAR:**

Week	Topic	Assignment	Competencies Covered	Due Date
1	Organizations, Organization Design, Strategy, and Effectiveness	Read Chapters 1 & 2 Slides	1,2, 5	Tuesday, September 17, 2024, in class: Text Review Syllabus & Class Expectations
2	Fundamentals of Organization Structure & external environment	Read Chapters 3 & 4 Slides	3,4,9,15, & 16	Sunday, September 22, 2024 Assignment 1 11:30 PM CST
3	Interorganizational Relationship & Design Organizations for the International Environment.	Read Chapters 5 & 6 Slides	5,8,10,11 & 13	Tuesday, October 1, 2024; in class discussion and review
4	Designs for Societal Impact: Dual-Purpose Organizations Technology for Control, Social Business, and Big Data	Read Chapter 7 Slides	6,7,12	Sunday, October 6, 2024 Assignment 2 – 11:30 PM CST
5	Design for Digital Organization, Big Data Analytics, Organization Size, Life Size & Decline	Read Chapters 8 & 9 Slides Library Webcast and Quiz Due	7,12	Tuesday, October 15, 2024. GRP approval by Dr. Di.
6	Organizational Culture, Control, Innovation & Change	Chapters 10-12 Slides	6,7	Sunday, October 20, 2024 Assignment 3 – 11:30 PM CST
7	Decision-Making Process	Chapters 13 Slides	6,7,12	Tuesday, October 29, 2024
8	Conflict, Power & Politics	Chapter 14 Slides	7, 12	Sunday, November 3, 2024
9	Final GRP Presentation	Chapters 1-14 Slides	1-17	Tuesday, November 12, 2024; Graduate Research Project
10	Final Posting Due		1-17	Sunday, November 17, 2024; Final Post Due

**GRADING CRITERIA:**

Assignment 1	15%	15 points
Assignment 2	15%	15 points
Assignment 3	15%	15 points
Assignment 4	15%	15 points
Graduate Research Project	25%	25 points
Discussions and Participation	15%	30 points
<b>TOTAL POSSIBLE</b>	<b>100%</b>	<b>100 points</b>

**Graduate Research Project:** The course will have a Graduate Research Project presentation. Each student will be required to research their organization, or an organization they have previously worked for. The student will 1) conduct a SWOT analysis on the current organization or an organization they have worked for and identify at least five strengths, weaknesses, opportunities, and threats. 2) Using Miles Typology, identify one of the four strategies that best describe the organization. This Graduate Research Topic presentation **is worth 25% of the grade and will be due November 12, 2024. The professor must pre-approve the company and topic.**

**Assignments Papers:** During this session, there will be assignment papers, and each requires a minimum (5) page written critique of peer-reviewed journal articles related to the reading for the week. Detailed instructions for the assignment will be provided in the course.

### **Discussion Posting:**

Discussion postings are a two-step process. In Step 1 you will be asked to post a response to a discussion question. This may include textbook questions, reviewing video links, conducting internet searches and/or mini cases. I am expecting 100 to 250 words in your responses. In Step 2 you will pick two other students' postings and give them feedback. Your job is not to "nitpick" his or her post. If you disagree, provide scholarly-based feedback. You should expand upon the posting content in your response. Be specific in your feedback. I am expecting 50-75 words in each of your responses to other student's postings. Responses to other students' postings are due 5 days after the due date for the Step 1 postings.

Grading of discussion postings will be proportioned as follows:

- 60% - your original posting
- 20% - review of one other posting
- 20% - review of one other posting

### **GRADING CRITERIA:**

Graduate	
92 – 100	A
82 – 91	B
72 – 81	C
62 – 71	D
Below 62	F

### **GRADE NOTIFICATION AND INSTRUCTOR FEEDBACK:**

Each assignment/exam submitted will be reviewed, graded, and returned to the student in a timely manner, along with appropriate commentary.

Final grades are processed approximately one week after the last day of the session and may be located in the My Grades section of the online registration portal as well as being emailed to the student's Amberton University email. Amberton University staff will not release grades over the phone. University instructors will not leave a message with comments or grades in any type of media that is not secure.

For questions regarding grades after the semester has ended, students should use their email account and contact the instructor at the faculty email address as provided above in *Professor Information* area.

### ***Incomplete Grades***

An "I" (incomplete grade) is given at the discretion of the professor and may be given only when an emergency or illness prevents the student from completing course requirements. Should an "I" be granted, the student has 30 days from the end of the session to complete the conditions of the incomplete. An "I" which is not properly removed within 30 days following the session enrolled will become an "F" grade.

### ***How to Withdraw From a Course***

To be official, the class withdrawal must be in writing and signed by the student requesting the withdrawal; no withdrawal is accepted verbally. Please review the "Schedule of Classes" for procedures for class changes or withdrawals and the refund policy and schedule.

### **COURSE COMMUNICATIONS:**

This course is offered as a lecture course; however, several technological options are available to faculty and students that can enhance communication both during the session and after the session has ended. The **Student Portal** is the gateway to email, Remote Research and General Tools. The Student Portal may be accessed through a link on the University's website, <http://www.Amberton.edu>, or at <http://apps.Amberton.edu>.

After selecting the "Student Portal" link, you will be prompted for a Username and Password. Use your assigned **username and password** (AUID) as described below:

**Username** = your capitalized firstname **initial**+lastname+last 3 digits of your SSN.

\* Use your name exactly as it is listed on the University's records, including any suffixes or hyphenations, such as Jr, Sr, or II, as a part of your username.

For example: James Jones, Jr. SSN: 123-45-6789  
Username: JJonesJr789

**Password** = your Amberton University ID# (AUID) **including the dashes**

For example: 04-999-999

Once your login has been validated, you may select from a variety of menu options, including online course materials, email access, Remote Research, General Tools, all Syllabi, and Research Tutorials.

### **Email Communication**

Each student enrolled is assigned an Amberton email account, which gives the student access to the Amberton email system ([my.Amberton.edu](mailto:my.Amberton.edu)). This email account is provided by Google Apps for Education. Students are encouraged to check their email regularly for University news, notices, and to communicate with instructors.

The student's assigned email address would be Username@my.Amberton.edu

Example: LJones-Smith789@my.Amberton.edu

The student Username is determined by:

firstname initial+lastname+last 3 digits of student ssn.

For example: Linda Jones-Smith SSN: 123-45-6789  
Email Address = LJones-Smith789@my.Amberton.edu

Students will be prompted for a Username and Password when accessing their email account. Use the Username portion of the email address as the username (Example: LJones-Smith789) and your Amberton ID# (including the dashes) as the password.

If you already have a Google Gmail account, you might be prompted to add this account to your current settings. Click 'Yes' and you will be logged into your my.Amberton.edu email account. It will be a separate email account from your personal Gmail account.

If you need assistance with your email account, please visit <https://support.google.com/mail>

***The Amberton University Moodle Website***

Students enrolled in this course will also be using the Moodle Learning Platform, with access available through the Student Portal or by going to: <http://moodle.Amberton.edu>

For those utilizing Moodle for the first time, the **username and password** for the Moodle Learning Platform will be emailed to the student's email account prior to the start of the course. For those returning to Moodle who do not remember their username and password, click on the link "*Forgotten your username or password*" available on the Moodle log in page (<http://moodle.Amberton.edu>). Otherwise use the same username and password as previous session.

#### **Moodle Tutorial:**

Upon successful log in and access to the Moodle learning platform, there is a *Student Moodle Tutorials* course available, to learn about the basics of Moodle. Simply click on the link for the *Student Moodle Tutorials* and read through the various learning topics: Navigating; Communicating; Assignments & Exams; Grades; and Student Resources.

#### **INSTRUCTOR/COURSE EVALUATION:**

Each session, all Amberton students are requested to evaluate their courses. The evaluation process is an important one and provides students with an anonymous and confidential way to give meaningful feedback to the University. Summary information and comments are provided to faculty after the close of the session. Students' identities are not disclosed.

Students will be notified through the Amberton email system of the Course Evaluation procedures. Usually, the evaluations take place in class during week 9 of the session. Please take advantage of this opportunity and participate in the evaluation process.

#### **RESEARCH RESOURCES:**

The Library provides access to full-text, and peer reviewed articles, and digital research tools. Students can search Library holdings through the online catalog and databases search engines available on the Library website or browse the physical library space and holdings located at the Garland campus.

Research items not contained in the Amberton Library collection can be located through interlibrary Loan (ILL) or through the TexShare program with the help of the Library staff. Students with questions about available services, resources, or research, may contact the Library via email at [Library@amberton.edu](mailto:Library@amberton.edu).

#### **RESEARCH ACCESS:**

Databases can only be accessed by authorized users, and students at Amberton must enter their Amberton ID credentials-same as Moodle login-to gain access when off-campus. Use an Amberton website, such as the University site ([Amberton.edu](http://Amberton.edu)) or the library site ([Library.amberton.edu](http://Library.amberton.edu)) to find links to databased and digital books. Online resources are available all day, every day.

#### **Library Live Chat Feature**

Library staff are available to assist students with research problems or questions during Library hours through a live online chat feature, telephone, email, "How-to" videos, or in person. The library telephone is (972-279-6511 ext. 185. You can email questions to [library@amberton.edu](mailto:library@amberton.edu) or visit the library in person on the Garland campus for assistance.