

AMBERTON UNIVERSITY
SYLLABUS FOR LECTURE/CLASSROOM COURSE

MGT5172.21 Designing Competitive Organizations
Fall 2026

PROFESSOR INFORMATION:

Professor: Dr. Di Ann Sanchez
Amberton Extension: 972-279-6511 ext.163)
Amberton Email: **DSanchez@Amberton.edu**

COURSE INFORMATION:

MGT5172.21 Designing Competitive Organizations
Level: Graduate
Beginning Date of Session: Saturday, September 12, 2026.
Ending Date of Session: Thursday, November 19, 2026
The first class meeting is **September 15, 2026 in Room F1, (Frisco Center).**
Student access available to the Student Portal: Saturday, September 12, 2026.

Students enrolled in distance learning courses are not assessed any additional fees for security or identity verification.

PREREQUISITES:

Management principles course or the equivalent.

TEXTBOOK(S) AND REQUIRED MATERIALS:

Title: Organizational Theory & Design
Author: Richard Daft
Publisher: Cengage
Year Published: 2021
Edition: 13
ISBN: 10: xxxxxxxxxx or 13: 9780357445143
Price: Available at <http://amberton.ecampus.com>

Students should verify enrollment in course before purchasing textbooks. Textbook information and ordering options are available through the Amberton Virtual Bookstore. 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.

APA REQUIREMENT:

APA (American Psychological Association) style is most commonly used to cite sources within the social sciences. This resource, revised according to the 7th 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, (7th ed.). All coursework at Amberton University will comply with the standards contained in the APA Publication Manual.

COURSE COMPETENCIES:

The course presents various theories of organizational design and development 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 organizational design of businesses, 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 workforces.
11. Understanding the importance and function of internal and external audits.
12. Analyzing the SWOT analysis, applications, and its impact on an organization.
13. Utilizing AI and exploring motivational theories and job design as they apply to the modern organization and multigenerational.
14. Formulating and designing a strategic organizational model to meet the challenges of a competitive environment and sustain growth.
15. Understanding how to utilize the factors of the internal and external environment to create a competitive advantage.

ACQUIRED SKILLS:

1. Strategic Planning
2. SWOT Analysis
3. Team Motivation
4. Organizational Development & Strategy
5. Systems Approach to Organizational Design

COURSE POLICIES:

1. **Guidelines for Written Assignments.** When you submit written work, please prepare it in a word document 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 (7th edition).

2. **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 late, 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.

3. **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.

STUDENTS' 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.

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 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.

Week	Topic	Assignment	Competencies Covered	Due Date
1	Organizations, Organization Design, Strategy, and Effectiveness	Read Chapters 1 & 2 Slides	1,2, 5	Sunday, September 13, 2026 Text Review Syllabus & Class Expectations. Welcome post due
2	Fundamentals of Organization Structure & external environment	Read Chapters 3 & 4 Slides	3,4,9,15, & 15	Sunday, September 20, 2026 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	Sunday, September 27, 2026
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 4 2026 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	Sunday, October 11, 2026 GRP approval by Dr. Di.
6	Organizational Culture, Control, Innovation & Change	Chapters 10-12 Slides	6,7	Sunday, October 18, 2026 Assignment 3 – 11:30 PM CST
7	Decision-Making Process	Chapters 13 Slides	6,7,12	Sunday, October 25, 2026
8	Conflict, Power & Politics	Chapter 14 Slides	7, 12	Sunday, November 1, 2026
9	GRP Due	Chapters 1-14 Slides	1-15	Sunday, November 8, 2026; GRP Due
10	Final Posting Due		1-15	Sunday, November 15 2026; 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
TOTAL POSSIBLE	100%	100 points

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% and must pre-approve the company and topic.**

Assignments Papers: During this session, there will be assignment papers, and each requires a minimum (3) 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

Graduate

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

GRADE NOTIFICATION AND INSTRUCTOR FEEDBACK:

Students should review instructor feedback provided through Moodle or Amberton CampusWeb Portal. Final grades are processed approximately one week after the session and may be viewed through the student portal. Grades will not be released by phone or through unsecured channels. 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 university 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 granted only at the professor's discretion for emergencies or illness.

Students have 30 days from the end of the session to complete the course requirements. If the conditions are not met within this 30-day window, the "I" automatically converts to an "F".

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" (online or in-print) for procedures for class changes or withdrawals and the refund policy and schedule.

COURSE DELIVERY METHODOLOGY:

This course is delivered through Moodle. Students are expected to have reliable internet access, basic computer skills, the ability to upload/download files, use Amberton email, and submit assignments in the required format. Students needing assistance should use the Amberton SSO support/ticket process.

HOW TO ACCESS YOUR COURSE:**SINGLE SIGN-ON (SSO) INSTRUCTIONS FOR AMBERTON UNIVERSITY:**

Students should access Amberton systems through the Single Sign-On portal at <https://sso.amberton.edu>. After logging in, students can access Moodle, Amberton email, CampusWeb, and other assigned applications.

Students who need help accessing SSO should submit a support request through the SSO support option or contact support@amberton.edu.

MOODLE TUTORIAL:

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

COURSE COMMUNICATIONS:

Students will communicate with faculty through the Moodle Learning Platform or the Amberton University email system.

EMAIL COMMUNICATION:

Students are expected to use their Amberton email account and Moodle for course communications. Students must use their official university email account for all university related communication and should check their Amberton emails regularly for course and university notices.

Upon completion of a session, all communication and course specific information is removed from the Moodle system. If a student needs to maintain a record of communications or assignments, the student is strongly encouraged to print out or download these items to a disk for their own records.

FORMAT AND SUBMISSION OF ASSIGNMENTS:

Assignments must be submitted through the appropriate Moodle assignment link unless otherwise directed by the instructor. Students are responsible for submitting files in the format required by the instructor.

INSTRUCTOR/COURSE EVALUATION:

Students will have the opportunity to complete an anonymous course and instructor evaluation near the end of the session. Instructions and dates will be provided through Moodle and/or Amberton email.

RESEARCH RESOURCES:

The Amberton Library provides access to full-text articles, peer-reviewed databases, and research tools, with options like Interlibrary Loan (ILL) and TexShare for items outside its collection. For research assistance, students can connect with library staff during operating hours via email (library@amberton.edu), phone (972-279-6511 ext. 185), "How-to" videos, live online chat, or in person at the Garland campus. The online library is available through Single Sign On (SSO).

MICROSOFT OFFICE 365 EDUCATION:

Amberton University students may access Microsoft 365 Education resources as provided by the university.

GOOGLE WORKSPACE FOR EDUCATION:

Amberton students are assigned a Google Workspace for Education account, including Amberton Gmail, Google Drive, Google Docs, Sheets, and Slides. Students should use their Amberton Google account for course-related work when required.