



National Taiwan University of Science and Technology

2021 Summer Program

BUS 313 Introduction to Organizational Theory

Course Outline

Course Code: BUS 313

Instructor: Jay Richman

Home Institution: Johns Hopkins University

Office Hours: by appointment

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Credit: 4

Course Description:

This is an introductory course in Organization Theory. It is concerned with the groups and the subgroups in the organization and the differences in structure and behavior at the organizational level. The course covers basic theories and principles concerning the structuring of contemporary organizations in complex, dynamic, uncertain, and competitive environments.

Required Textbooks:

Daft, Richard L. (2016). Organizational Theory & Design (12th Edition). South-Western College Publishing. (ISBN-10: 1285866347; ISBN-13: 978-1285866345)

Course Expectations

Course deliverables

The course deliverables will be communicated online. I will upload pre-recorded lectures, videos, and additional reading materials within the weekly modules in class a few days before the class. Students are expected to complete the required readings and watch the class lectures beforehand. The live class sessions will be used only for discussions, consultations, and activities. Links to join the synchronous session will be embedded within the weekly modules. Please note that the live classes will be recorded. Each student is responsible for his or her own learning. Individuals learn depending on his or her own base skills, needs, readiness, and the relationships s/he develops with other members of the class. It also depends largely on the investment that you are willing to make in preparing for and participating in the classroom exercises. It



is recommended that you actively interact with the instructor and the members of the class to enhance your learning.

Email Policy

The best way to contact me is to send me an email. Please always add BUS 310 in your email's subject line and include your full name and student number in the text of the email. For questions that have already been covered in class, please review the course outline and other documents posted on classin and use the classin discussion forum to find out whether your classmates can assist you.

Grading & Evaluation:

Grades will be based on two Harvard Business Cases, a term project and presentation, a final exam, and class discussion/participation. The cost of the Harvard Business Cases is \$4.25 US per case. The link to the Harvard Business Coursepack is as follows:

Grading Component	Percent
Case Studies (2)	15% x 2 = 30%
Class Contribution	10%
Term Project	25%
Video Presentation	10%
Final Exam	25%
Total	100%

Scaled Score

94 - 100	A+
90 - 93.9	A
87 - 89.9	A-
84 - 86.9	B+
80 - 83.9	B
77 - 79.9	B-
74 - 76.9	C+
70 - 73.9	C



60 – 69.9	D
59.9 and below	F

1. Case Studies

Students will work in teams and complete two case studies. The link to purchase case studies will be posted in advance in classin. The questions, evaluation criteria, deadlines and submission criteria will be available in classin.

2. Class Contribution

This course uses learning from a variety of approaches (lectures, videos, group exercise, cases, debates, etc.) As this is an interactive course, I strongly recommend quality participation. Various group exercises and debates will be held during the live session. I expect you to arrive on time and stay during the entire session. Your class participation will be evaluated based on the constructive remarks and valuable input on current topics of discussion during synchronous sessions. There will be NO makeup of any activities held during live classes. Additionally, I will post classin activity questions based on class lectures on classin. This is another opportunity to gather individual participation points and your participation is voluntary. Please refer to the course schedule for the availability of the activity. Each activity is due one week from the day the activity questions are posted on classin. No late submissions will be accepted. Please note that it is your responsibility to check classin and submit activities on time.

For each class, there will be an assigned discussion forum. The forum aims to debate and discuss a question that addresses an issue related to the chapter's subject. Students are expected to actively participate in the online forum discussions, in order to interact, reflect, exchange ideas, and expand their knowledge base. There will be 15 forums in total and each will be assessed separately. First, students should post an initial contribution that answers the forum question. The initial contribution should be posted during the first three days of the assigned period. The initial contribution will be assessed based on its content, demonstrated analytical thinking and references used. Second, the student should actively collaborate and respond to other posts throughout the assigned period. At a minimum, the student should reply twice to others – in addition to the initial contribution. The collaboration will be assessed based on content and engagement, demonstrated analytical thinking and references used. In addition, the student will be assessed based on the quality of writing. The quality of writing will be assessed based on clarity and mechanics and organization.

A few things I wish to emphasize about in-class/online participation:

- A good comment is one that is relevant to the discussion and increases everyone's understanding of the issues involved.
- The best contributions reflect good listening. They take into consideration ideas offered earlier on in the class rather than being isolated and disjointed.
- Good class participation shows evidence of thorough reading and understanding of the material.



- Be willing to interact with other class members and the instructor by asking questions or challenging conclusions that we may have reached. But remember to always do so in a professional manner.
- Quality of the comments counts more than just the quantity.

3. Term Project: Report, Proposal and Peer Evaluation

In the workplace, teams are often used to solve the most complex business problems. Teams need to demonstrate creativity, a variety of skills, and team synergy and will be evaluated competitively with the other project teams in the class.

Team formation: Teams will be formed during our first synchronous class. If you do not know anyone in the class and would like my assistance, please send me an email as soon as possible. If you have not joined any team before June 7, I will randomly assign you to a group. The project comprises of several components: project proposal, a report, and peer evaluation. Team size will 4-5 students, dependent on class enrollment.

Proposal: Each team must submit a project proposal in classin as listed on the course schedule. The details of the proposal will be discussed in class.

Report: You will be expected to go beyond a basic understanding of the theory and demonstrate your ability to apply the course materials to real life experiences. Each team must upload the final report in classin as indicated on the course schedule. For the term project, students are asked to prepare a report identifying the current challenges of an organization. Students are required to complete secondary and academic research and provide recommendations synthesizing the course concepts learned in class. The instructions and guidelines for submission will be discussed in class and posted on classin.

Peer Evaluation: Each student must also upload a peer evaluation form in classin before the deadline. The form will be available on classin. The peer evaluation form is strictly confidential, and no students will have access to the forms after submission.

4. Video Presentation

In teams, you will create a video presentation based on the term project. The details will be posted on classin. Each member needs to present as the presentation will be individually graded.

5. Final Exam

The final exam will be held during the official exam time. The exam is closed book, comprehensive, and it will be based on all the topics covered in the course (text, lectures, videos, reading articles, class discussions etc.), throughout the term. The details will be discussed in class prior to the exam.

Note:

- Deadlines are strict. There are several submissions throughout the term and failure to meet deadlines will result in grade penalties of 20% per day. After 48 hours of the deadline, submissions will no longer be accepted. The deadline and cut-off time for each submission can be found in classin
- Deadlines for all submissions posted on classin follow Eastern Standard Time
- The only valid excuse for missing a deadline is medical reasons or death in the family and must be documented with a medical certificate within three calendar days after the deadline. In such circumstances,



separate arrangements may be made. Any other reasons (e.g., travel, etc.) will not be considered

- No hard copies and submissions by emails will be accepted
- It is your responsibility to ensure that all files uploaded in classin work properly
- Please ensure that all submissions include name and student number
- For group submissions, please ensure that a single file is uploaded on behalf of the group Note: Students must complete all course components to pass this course.

Technical Requirements:

There are no special technical pre-requisites, but, as the course delivery and communication takes place via the screen, students will benefit from a consistent, secure access to a personal computer with up-to-date word processing and graphics software (Flash and video players). A high-speed Internet connection is also recommended. The following are some basic hardware and software requirements:

1. An up-to-date computer (usually no older than 2-3 years. Students need to make sure that their computers are functional as it is their responsibility.
2. Broadband connection with a reliable internet access.
3. Voice input (Microphone) and output hardware.
4. A webcam (800 x 600 resolution or better).
5. Operating System (Windows 7, 8, or higher / MAC OSX 10.7 Lion or higher).
6. Microsoft Word & PowerPoint.
7. Adobe Flash Player.

Course Schedule:

Class	Date	Topics Covered	Readings/Activities	Assignment Due
1 Mon	Week 1	Overview of the course and the expectations. Please watch the introductory video on classin and familiarize yourself with the course page.	<ul style="list-style-type: none"> – Step 01: Read the course Syllabus, Schedule, and the “Syllabus Details” sections at the course website. – Step 02: Explore the course and note your rights and obligations. – Step 03: Post an introduction about yourself in the “Student Introductions” forum. – Step 04: Prepare ahead for the first discussion forum participation. 	



2 Tue	Week 1	Organizations and Organization Theory	Chapter 1 Steps for accomplishing the learning objectives of Chapter one: – Step 01: Read the required readings. – Step 02: Study the instructional material.	
3 Wed	Week 1	Strategy, Organizational Design, and Effectiveness	Chapter 2 Steps for accomplishing the learning objectives of Chapter two: – Step 01: Read the required readings. – Step 02: Study the instructional material.	Term Report and Project Proposal Discussion
4 Thu	Week 1	Fundamentals of Organization Structure	Chapter 3 Steps for accomplishing the learning objectives of Chapter three: – Step 01: Read the required readings. – Step 02: Study the instructional material.	Project Proposal Due Steps for contributing to the Forum activity: – Step 01: Post your initial contribution to the week's Forum during the first three days of the period. – Step 02: Reply to other students' posts throughout the week – at least two replies are required. The more replies and the better quality they are, the higher would be your score.



				Please refer to the forum rubrics for more details. → Note: You will not be able to view the replies of your classmates before you post your initial contribution.
5 Mon	Week 2	The External Environment	Chapter 4 Steps for accomplishing the learning objectives of Chapter four: → Step 01: Read the required readings. → Step 02: Study the instructional material.	
6 Tue	Week 2	Interorganizational Relationships	Chapter 5 Steps for accomplishing the learning objectives of Chapter five: → Step 01: Read the required readings. → Step 02: Study the instructional material.	Case 1 Due
7 Wed	Week 2	Designing Organizations for the International Environment	Chapter 6 Steps for accomplishing the learning objectives of Chapter six: → Step 01: Read the required readings. → Step 02: Study the instructional material.	
8 Thu	Week 2	Manufacturing and Service Technologies	Chapter 7 Steps for accomplishing the learning objectives of Chapter	Steps for contributing to the Forum



			seven: <ul style="list-style-type: none"> → Step 01: Read the required readings. → Step 02: Study the instructional material. 	activity: <ul style="list-style-type: none"> → Step 01: Post your initial contribution to the week's Forum during the first three days of the period. → Step 02: Reply to other students' posts throughout the week – at least two replies are required. The more replies and the better quality they are, the higher would be your score. Please refer to the forum rubrics for more details. → Note: You will not be able to view the replies of your classmates before you post your initial contribution.
9 Mon	Week 3	Using Information Technology for Control and Coordination	Chapter 8 Steps for accomplishing the learning objectives of Chapter eight: <ul style="list-style-type: none"> → Step 01: Read the required readings. → Step 02: Study the instructional material. 	Case 2 Due
10 Tue	Week 3	Organization Size, Life Cycle, and Decline	Chapter 9 Steps for accomplishing the learning objectives of Chapter nine:	



			<p>→ Step 01: Read the required readings.</p> <p>→ Step 02: Study the instructional material.</p>	
11 Wed	Week 3	Organization Culture and Ethical Values	<p>Chapter 10</p> <p>Steps for accomplishing the learning objectives of Chapter ten:</p> <p>→ Step 01: Read the required readings.</p> <p>→ Step 02: Study the instructional material.</p>	
12 Thu	Week 3	Innovation and Change	<p>Chapter 11</p> <p>Steps for accomplishing the learning objectives of Chapter eleven:</p> <p>→ Step 01: Read the required readings.</p> <p>→ Step 02: Study the instructional material.</p>	<p>Steps for contributing to the Forum activity:</p> <p>→ Step 01: Post your initial contribution to the week's Forum during the first three days of the period.</p> <p>→ Step 02: Reply to other students' posts throughout the week – at least two replies are required. The more replies and the better quality they are, the higher would be your score. Please refer to the forum rubrics for more details.</p> <p>→ Note: You will not be able to view the replies of your classmates before</p>



				you post your initial contribution.
13 Mon	Week 4	Decision-Making Processes	Chapter 12 Steps for accomplishing the learning objectives of Chapter twelve: → Step 01: Read the required readings. → Step 02: Study the instructional material.	All Project Reports Due
14 Tue	Week 4	Conflict, Power, and Politics	Chapter 13 Steps for accomplishing the learning objectives of Chapter thirteen: → Step 01: Read the required readings. → Step 02: Study the instructional material.	All Video Presentations Due All Peer Evaluations Due
15 Wed	Week 4	Final Exam Review	Final Exam Review	Steps for contributing to the Forum activity: → Step 01: Post your initial contribution to the week's Forum during the first three days of the period. → Step 02: Reply to other students' posts throughout the week – at least three replies are required. The more replies and the better quality they are, the higher would be



			<p>your score. Please refer to the forum rubrics for more details. – Note: You will not be able to view the replies of your classmates before you post your initial contribution.</p>
16 Thu	Week 4	Final Exam	<p>Final Exam</p> <p>Note: The exam consists of multiple-choice and short answer questions that cover the required readings and instructional material.</p>

About the Professor

Mr. Richman has spent over 42 years in marketing in the business community. He was employed as a Manager Proposal Management for CenturyLink Government Services Division. He had been with this company for over 13 years. He was employed by Verizon/Bell Atlantic/C&P Telephone for over 28 years. He has held several marketing positions with Verizon/Bell Atlantic, including, Sales Manager, Staff Manager, Program Manager, Project Manager, and National Account Executive. Mr. Richman also spent one year with Bell Atlantic International as Marketing Consultant to the Puerto Rico Telephone Company.

Mr. Richman has been affiliated with Johns Hopkins Carey School of Business for over twenty-four years. He has taught several Graduate marketing courses including Marketing Management, Marketing Strategy, Consumer Marketing, Consumer Behavior, Sales Force and Channels of Distribution, etc. In the fall of 2018, he developed and taught an online Consumer Behavior course, and taught this course in 2019 and 2020. He also developed an online New Product Development course that was launched in August 2020. He has also taught Voice Telecommunications Architecture in the IT department at JHU, as well as Business Communication. He has taught Project Management at George Washington University. In addition, he has been affiliated with the University of Maryland Global Campus since 2007. Courses taught include Principles of Marketing and Strategic Marketing Management. He completed teaching a Principle of Marketing class at the Beijing Jiaotong University in Beijing, China in August 2019. He also taught an online Introduction to Human Resource Management class for AUIA during the Winter 2020 semester.



Mr. Richman has a Bachelor of Science in Business Administration degree from the University of Maryland. He also has two Masters degrees from Johns Hopkins University – MAS in Applied Behavioral Science Organization Development, and an MS in Management. He also has a Masters Certificate in Commercial Project Management from George Washington University.

