# http://www.ric.edu/webcommunications/images/SealWithText_Small_Black.pngUNDERGRADUATE CURRICULUM COMMITTEE (UCC)PROPOSAL FORM

## Cover page Scroll over blue text to see further [instructions](#instructions)

|  |  |  |
| --- | --- | --- |
| A.1. [Course or program](#Proposal) | **MGT 465: Organization theory** |  |
| [Replacing](#Ifapplicable)  | **MGT 329: organizational theory and design** |  |
| A.2. [Proposal type](#type) | **Course: revision**  |  |
| A.3. [Originator](#Originator) | **Julie Urda** | [Home department](#home_dept) | **Management and Marketing** |
| A.4. [Rationale](#Rationale) | **MGT 329 is an upper level course in macro perspectives of organization management. It is usually taken by seniors and second-semester juniors. We want to increase the rigor, adjust the scope and content and change to a lower-structured teaching model that requires increased student responsibility for learning. Thus, we will be adding a credit, updating the title and description, and changing when offered. We would like to make the course a true seminar, in which students learn the concepts on their own and run discussions in class facilitated and guided by the instructor. In a sense, the students teach each other. This change will also make the course appropriate for masters-level students.** |
| A.5. [Date submitted](#date_submitted) | **April 15, 2018** | A.6. [Semester effective](#Semester_effective) | **Fall 2018** |
| A.7. [Resource impact](#Resource) | *[Faculty PT & FT](#faculty" \o "Need to hire new full-time or part-time faculty? This is where you indicate if this proposal will be affecting FLH in your department/program.)*:  | **None** |
|  | [*Library*:](#library) | **None** |
|  | [*Technology*](#technology) | **None** |
|  | [*Facilities*](#facilities): | **None** |
| A.8. [Program impact](#prog_impact) | **Represents a higher level of rigor to better equip management majors to be competitive in the contemporary workplace.** |
| A.9. [Student impact](#student_impact) | **With the seminar format, we will cap the course at 15 students, thus offering a more rigorous course to students seeking a more interaction and challenge.** |
| A.10. The following screen tips are for information on what to do about catalog copy until the new CMS is in place; check the “Forms and Information” page for updates. [Catalog page.](#catalog)  [Where are the catalog pages](#catalog)? [Several related proposals](#catalog)? Do **not** list pages here. **All** catalog copy for a proposal must be contained within a **single** file; put page breaks between sections. Make sure affected program totals are correct if adding/deleting course credits. |

B. [NEW OR REVISED COURSES](#delete_if)

|  | Old ([for revisions only](#Revisions)) | New |
| --- | --- | --- |
| B.1. [Course prefix and number](#cours_title)  | **MGT 329** | **MGT 465** |
| B.2. Cross listing number if any |  |  |
| B.3. [Course title](#title)  | **Organizational Theory and Design** | **Organization Theory** |
| B.4. [Course description](#description)  | **Discussion focuses on why organizations behave the way they do (theory) and the elements managers use to build them (design). (Formerly Organization Management: A Macro Perspective.)**  | **Students focus on organization theory concepts, including inter-organizational processes, and economic, institutional, and cultural contexts in which organizations operate. Seminar entails student-led presentations and discussions. (Formerly MGT 329: Organizational Theory and Design.)** |
| B.5. [Prerequisite(s)](#prereqs) | **MGT 201 or MGT 301, and 60 credits** | **MGT 201 or MGT 301, and 60 credits** |
| B.6. [Offered](#Offered) | **Fall | Spring |** |  **Spring**  |
| B.7. [Contact hours](#contacthours)  | **3** | **4** |
| B.8. [Credit hours](#credits) | **3** | **4** |
| B.9. [Justify differences if any](#differences) |  |
| B.10. [Grading system](#grading)  | **Letter grade**  | **Letter grade**  |
| B.11. [Instructional methods](#instr_methods) | **Lecture** | **Seminar**  |
| B.12.[Categories](#required) | **Restricted elective for MGT concentrations**  | **Restricted elective for MGT concentrations** |
| B.13. Is this an Honors course? | **No** | **No** |
| B.14. [General Education](#ge) | **No** | **No** |
| B.15. [How will student performance be evaluated?](#performance) | **Attendance |Class participation | Exams |Presentations |Papers |** **Projects**  | **Attendance |Class participation | Exams |Presentations |Papers**  |
| B.16. [Redundancy statement](#competing) | **No** | **No** |
| B. 17. Other changes, if any |  |

| B.18**.** [**Course learning outcomes**](#outcomes) | [**Standard(s)**](#standards) | [**How will they be measured**](#measured)**?** |
| --- | --- | --- |
| Understand theories of organizations and why they exist |  | Grades on presentations, papers and exams; discretion of instructor for class participation |
| Learn how organizations are designed |  | Grades on presentations, papers and exams; discretion of instructor for class participation |
| Review theories critically and apply them to real-world situations |  | Grades on presentations, papers and exams; discretion of instructor for class participation |
| Develop skills in oral and written communication and presenting |  | Grades on presentations, papers and exams |

| B.19. [**Topical outline**](#outline) |
| --- |
| **Part I: Theories of organizations and their environments**Session 2: Organizations and effectiveness Monday, January 25* What is an organization?
* Organizational theory, design, and change
* Measuring effectiveness

Session 3: Corporate governance Wednesday, January 27Topics covered:* Stakeholders
* Top management

Session 4: Organizational environment Monday, February 1Topic covered: Organizational environmentsSession 5: Environmental theories Wednesday, February 3Topics covered:* Resource Dependence Theory
* Transaction Cost Theory

Session 6: Agency theory Monday, February 8Topic covered: Agency theorySession 7: Institutional theory Wednesday, February 10Topic covered: Institutional theorySession 8: Population ecology Monday, February 15Topic covered: Population ecologySession 10: Ethics Wednesday, February 17Topic covered: Corporate ethicsSession 10: CSR Monday, February 22Topic covered: Corporate social responsibility**Part II: Organizational Design**Session 12: Basic challenges of organizational design Monday, February 29Topics covered:* Differentiation vs. integration
* Centralization vs. decentralization

Session 13: Mechanistic vs. organic organizations Wednesday, March 2Topic covered: Mechanistic vs. organic structuresSession 14: Organizational structures, part 1 Monday, March 14Topics covered:* Functional structure
* Divisional structures
* Multidivisional structures

Session 15: Organizational structures, part 2 Wednesday, March 16Topics covered:* Matrix structure
* Network organizations
* Boundaryless organizations

Session 16: Authority and control, part 1 Monday, March 21Topics covered:* Hierarchies
* Spans of control

Session 17: Authority and control, part 2 Wednesday, March 23Topics covered:* Bureaucracy
* The informal organization

Session 18: Organizational culture Monday, March 28Topics covered:* What is organizational culture?
* Managing organizational culture

Session 19: Analysis of culture Wednesday, March 30Topic covered: Analyzing organizational cultureSession 20: Organizational strategy Monday, April 4Topics covered:* Corporate-level strategies
* Business-level strategies
* Functional-level strategies

Session 21: Technology Wednesday, April 6Topics covered:* What is technology?
* Technical complexity
* Task complexity
* Task interdependence

**Part III: Organizational Change**Session 23: Decision making Wednesday, April 13Topic covered: Decision making modelsSession 24: Creativity and innovation Monday, April 18Topics covered:* Technological change
* Intrapreneurship
* Managing innovation

Session 25: Organizational change Wednesday, April 20Topics covered:* Forces that drive change
* Resistance to change
* Types of change

Session 26: Managing organizational change Monday, April 25Topic covered: Managing changeSession 27: Organizational learning Wednesday, April 27Topic covered: Organizational learning |

### C. [Program Proposals](#program_proposals)

|  | [Old (for revisions only)](#old_program) | New/revised |
| --- | --- | --- |
| C.1. [Context](#summary) |  | Revising a regular elective course into an elective seminar. |
| C.2. [Enrollments](#enrollments) |  |  |
| C.3. [Admission requirements](#admissions) |  |  |
| C.4. [Retention requirements](#retention) |  |  |
| C.5. [Course requirements](#course_reqs) for each program option | B. Human Resource Management

|  |  |  |  |
| --- | --- | --- | --- |
| MGT 320 | Human Resource Management | 3 | F, Sp, Su |
| MGT 322 | Organizational Behavior | 3 | F, Sp, Su |
| MGT 423 | Compensation and Benefits Administration | 3 | F |
| MGT 424 | Employee Relations and Performance Management | 3 | Sp |
| MGT 425 | Recruitment and Selection | 3 | F |
| MGT 428 | Human Resource Development | 3 | Sp |

TWO COURSES from

|  |  |  |  |
| --- | --- | --- | --- |
| ECON 431 | Labor Economics | 4 | As needed |
| MGT 306 | Management of a Diverse Workforce | 3 | Sp |
| MGT 329 | Organizational Theory and Design | 3 | F, Sp |
| MGT 331 | Occupational and Environmental Safety Management | 3 | F |
| MGT 333 | Negotiation and Conflict Resolution | 3 | As needed |
| MGT 467 | Directed Internship | 3 | F, Sp, Su |
| MGT 490 | Directed Study | 3 | As needed |
| MGT 491 | Independent Study I | 3 | As needed |
| MGT 492 | Independent Study II | 3 | As needed |
| PSYC 422 | Psychological Testing | 4 | Annually |
|  | A course approved by advisor | 3 |  |

Total Credit Hours: 72-73C. Operations Management

|  |  |  |  |
| --- | --- | --- | --- |
| MGT 335 | Process Management | 3 | Sp |
| MGT 347 | Supply Chain Management | 3 | As needed |
| MGT 355 | Quality Assurance | 3 | Sp |
| MGT 455 | Global Logistics and Enterprise Management | 3 | As needed |

MGT 347: (Or MKT 347: Supply Chain Management)THREE COURSES from

|  |  |  |  |
| --- | --- | --- | --- |
| ECON 449 | Introduction to Econometrics | 4 | F, Sp |
| MGT 322 | Organizational Behavior | 3 | F, Sp, Su |
| MGT 329 | Organizational Theory and Design | 3 | F, Sp |
| MGT 331 | Occupational and Environmental Safety Management | 3 | F |
| MGT 349 | Service Operations Management | 3 | F |
| MGT 359 | Current Topics in Service Operations Management | 3 | As needed |
| MGT 467 | Directed Internship | 3 | F, Sp, Su |
| MGT 490 | Directed Study | 3 | As needed |
| MGT 491 | Independent Study I | 3 | As needed |
| MGT 492 | Independent Study II | 3 | As needed |
| MKT 310 | Product Design and Development | 3 | As needed |
| MKT 322 | Services Marketing | 3 | As needed |

Total Credit Hours: 69-70 | B. Human Resource Management

|  |  |  |  |
| --- | --- | --- | --- |
| MGT 320 | Human Resource Management | 3 | F, Sp, Su |
| MGT 322 | Organizational Behavior | 3 | F, Sp, Su |
| MGT 423 | Compensation and Benefits Administration | 3 | F |
| MGT 424 | Employee Relations and Performance Management | 3 | Sp |
| MGT 425 | Recruitment and Selection | 3 | F |
| MGT 428 | Human Resource Development | 3 | Sp |

TWO COURSES from

|  |  |  |  |
| --- | --- | --- | --- |
| ECON 431 | Labor Economics | 4 | As needed |
| MGT 306 | Management of a Diverse Workforce | 3 | Sp |
| MGT 331 | Occupational and Environmental Safety Management | 3 | F |
| MGT 333 | Negotiation and Conflict Resolution | 3 | As needed |
| MGT 465 | Organizational Theory  | 4 | Sp |
| MGT 467 | Directed Internship | 3 | F, Sp, Su |
| MGT 490 | Directed Study | 3 | As needed |
| MGT 491 | Independent Study I | 3 | As needed |
| MGT 492 | Independent Study II | 3 | As needed |
| PSYC 422 | Psychological Testing | 4 | Annually |
|  | A course approved by advisor | 3 |  |

Total Credit Hours: 72-73C. Operations Management

|  |  |  |  |
| --- | --- | --- | --- |
| MGT 335 | Process Management | 3 | Sp |
| MGT 347 | Supply Chain Management | 3 | As needed |
| MGT 355 | Quality Assurance | 3 | Sp |
| MGT 455 | Global Logistics and Enterprise Management | 3 | As needed |

MGT 347: (Or MKT 347: Supply Chain Management)THREE COURSES from

|  |  |  |  |
| --- | --- | --- | --- |
| ECON 449 | Introduction to Econometrics | 4 | F, Sp |
| MGT 322 | Organizational Behavior | 3 | F, Sp, Su |
| MGT 331 | Occupational and Environmental Safety Management | 3 | F |
| MGT 349 | Service Operations Management | 3 | F |
| MGT 359 | Current Topics in Service Operations Management | 3 | As needed |
| MGT 465 | Organizational Theory  | 4 | Sp. |
| MGT 467 | Directed Internship | 3 | F, Sp, Su |
| MGT 490 | Directed Study | 3 | As needed |
| MGT 491 | Independent Study I | 3 | As needed |
| MGT 492 | Independent Study II | 3 | As needed |
| MKT 310 | Product Design and Development | 3 | As needed |
| MKT 322 | Services Marketing | 3 | As needed |

Total Credit Hours: 69-71 (NOTE: this total will be changed in another proposal that is revising this concentration) |
| C.6. [Credit count](#credit_count) |  |  |
| C.7. Other changes if any |  |  |

## D. Signatures

##### D.1. Approvals

* Changes that affect General Education in any way MUST be approved by ALL Deans and COGE Chair.
* Changes that directly impact more than one department/program MUST have the signatures of all relevant department chairs, program directors, and relevant dean (e.g. when creating/revising a program using courses from other departments/programs). Check UCC manual 4.2 for further guidelines on whether the signatures need to be approval or acknowledgement.
* Proposals that do not have appropriate approval signatures will not be considered.
* Type in name of person signing and their position/affiliation.
* Send electronic files of this proposal and accompanying catalog copy to curriculum@ric.edu and a printed or electronic signature copy of this form to the current Chair of UCC. Check UCC website for due dates.

| Name | Position/affiliation | [Signature](#_Signature" \o "Insert electronic signature, if available, in this column) | Date |
| --- | --- | --- | --- |
| Mike Casey | Chair of MGT & MKT Dept. |  |  |
| Dr. Jeffrey Mello | Dean of School of Business |  |  |

##### D.2. [Acknowledgements](#acknowledge)

| Name | Position/affiliation | [Signature](#Signature_2) | Date |
| --- | --- | --- | --- |
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