



COURSE OUTLINE

2024/2025

COURSE NAME: Organizational Theory and Design

COURSE CODE: MGMT4425

COURSE DESCRIPTION

Managers must understand how organizations relate to their environment and what they need to function effectively in a fast-changing world. Students will examine tools and frameworks used to evaluate and understand why some organizations grow and succeed and others do not. Students will learn how to apply organization design concepts to analyze and diagnose what is happening in an organization and recommend changes to keep the organization competitive.

Course Credits: 3.00

Pre-requisites: [ETHC3311 and LEAD3300 and PMGT2220] or [BTM and ETHC3200 and COMM3210 and PMGT3420] or [ETHC3311 and LEAD3300 and PORT] OR [ETHC3311 and LEAD3300 and KEYANO]

Equivalent Courses: MGMT425

LEARNING OUTCOMES

| OUTCOME | Upon successful completion of this course, you will be able to |
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| 1 | <p>Examine organizational purpose and evaluate the dimensions of organizational design.</p> <p>The following concepts, skills, and issues are used to support this Outcome:</p> <ul style="list-style-type: none">• Describe the importance of organizations in society and discuss current challenges that organizations face.• Compare and contrast organic and mechanistic organization designs.• Identify and assess the structural and contextual dimensions of organizations.• Predict organizational performance and effectiveness outcomes. |
| 2 | <p>Evaluate structural designs that maximize coordination and integration of organizational work activities.</p> <p>The following concepts, skills, and issues are used to support this Outcome:</p> <ul style="list-style-type: none">• Evaluate strategic direction of organization design.• Evaluate and select an integrated effectiveness model for structural design.• Evaluate and implement organizational design alternatives.• Explain how to design organizations to incorporate sustainability and justice goals. |

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| 3 | <p>Apply open-system design elements to evaluate and create organizational structures.</p> <p>The following concepts, skills, and issues are used to support this Outcome:</p> <ul style="list-style-type: none"> • Interpret and assess the environmental domain and organizational ecosystems. • Examine how to design organizations for the international environment. • Analyze and evaluate organization size, life cycle and decline stages. • Propose design elements and structures to fit manufacturing and service technologies. |
| 4 | <p>Assess the impact of internal design elements of organizational design</p> <p>The following concepts, skills, and issues are used to support this Outcome:</p> <ul style="list-style-type: none"> • Predict and evaluate how organizational cultures impact structural design. • Interpret and critique organizational structure and management approaches to facilitate innovation and various types of change. • Evaluate and propose structural considerations to facilitate decision-making processes, navigate conflict, power and politics in organizations. |

STUDENT EVALUATION

| OUTCOME | ACTIVITY DESCRIPTION | MARK DISTRIBUTION |
|---------------|--|-------------------|
| 1, 2, 3 and 4 | Integrative case assignment | 30% |
| 1, 2, 3 and 4 | Class activities and discussions | 20% |
| 1, 2, 3 and 4 | Term presentation(s) and/or term exam(s) | 25% |
| 1, 2, 3 and 4 | Final exam | 25% |
| TOTAL | | 100% |

COURSE COMPLETION REQUIREMENTS

The minimum passing grade for this course is grade point of 1.0 (50% or D). Higher grades may be required to use the course for transfer credit or to satisfy professional designation criteria. Please refer to the Grades Procedure AD 2.2 for more details on your calculation requirements to determine the grading level required to maintain satisfactory academic standing, for progression and graduation.

STUDENT EQUIPMENT AND SUPPLIES

All JR Shaw School of Business students are required to possess a computing device, either a desktop or laptop, that will meet the minimum technology requirements. This will enable you to engage in our digital learning environment and to participate in online assessments. In addition to the minimum technology requirements, your computing device must also support both audio and video streaming technologies and, as a result, must include hardware (either internal or external) such as a microphone and webcam. A broadband (high speed) internet connection is also required.

Your computing device must meet the following minimum technology requirements:

Windows:

- Windows 10
- Processor: Intel i Series 4th Gen or Better or AMD Ryzen Series
- Memory: 4 GB RAM minimum, 8 GB RAM recommended
- Solid State Drive recommended or Hard Drive (minimum free space 15 GB)
- Display resolution: 1366 x 768 minimum, 1920 x 1080 recommended
- Wi-Fi connection: Wireless N, AC or better
- Antivirus Protection: Windows Defender and Windows Firewall are recommended to protect your device and are pre-installed on your Windows computer

Apple:

- Mac Hardware Requirements:
 - MacBook (Late 2009 or newer)
 - MacBook Pro (Mid 2010 or newer)
 - MacBook Air (Late 2010 or newer)
- MacOS High Sierra (10.13) or later
- Memory: 4 GB RAM minimum, 8 GB recommended
- Solid State Drive recommended or Hard Drive (minimum free space 15 GB)
- Antivirus Protection: No additional software is needed. Built-in firewall and security software available in System Preferences

Note: while tablets can support your learning, they are not recommended as a main device.

DELIVERY METHOD

This course will be taught using a variety of delivery methods which may include face-to-face, online, or blended teaching platforms. Activities such as collaborative exercises/assignments, seminars, labs, discussion, audio/visual presentations, case studies, and practicums may be used to support learning.

STUDENT RESPONSIBILITY

It is expected that students will be responsible citizens of the Institute by following the Student Rights and Responsibilities Policy (SR 1.0). As such, each student will assist in the preservation of Institute property, and assume responsibility for their education by staying informed of and abiding by academic requirements and policies; demonstrating respect toward others; and meet expectations concerning attendance, assignments, deadlines, and appointments.

EQUITY AND INCLUSION STATEMENT

NAIT is committed to advancing equity and to actively and intentionally creating learning environments that promote a sense of belonging and dignity that ensure all people are safe, respected and valued. Acknowledging that every member of the NAIT community has a role in and responsibility to this work, NAIT provides the resources and support necessary for programs, departments and individuals to champion equity, diversity and inclusion and address barriers in meaningful ways.

TERRITORIAL ACKNOWLEDGEMENT

At NAIT, we honour and acknowledge that the land on which we learn, work and live is Treaty Six territory. We seek to learn from history and the lessons that have come before us, and to draw on the wisdom of the First Peoples in Canada. Only through learning can we move forward in truth and reconciliation, and to a better future together.

Leadership Review Date: October 29, 2021

Changes to This Course Outline: Every effort has been made to ensure that information in this course outline is accurate at the time of publication. The Institute reserves the right to change courses if it becomes necessary so that course content remains relevant. In such cases, the instructor will give the students clear and timely notice of the changes.

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