



COURSE SYLLABUS

Last Updated 1/19/18 Fri

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Contact Note:	Estimated response time is 2 calendar days. If no reply is received in this time, please call or retransmit the email. Email is the preferred communication method.		
Virtual office hrs:	By appt		

Final Exam Time: The final, or last, exam must be completed by 11:59pm on Wednesday, May 16, 2018.

COURSE DETAILS

Prerequisites: BUS 320: Principles of Management **Credits Available:** 3
or
BUS 325: Organizational Behavior

Required Text(s): *Organizational Theory & Design 12e*
by Daft, R. L.
ISBN-13: 978-1-285-86634-5

Required Tool(s): • Access to a computer with Microsoft Word

Course App(s): • D2L (UWSP's Online Learning Management System)

COURSE AND SYLLABUS REVISIONS CLAUSE

The instructor reserves the right to include additional content or make other revisions to the course, schedule, or syllabus as necessary. These changes may occur at any time during the semester. Students will always be made aware of these changes via an in-class announcement, D2L post, email, or some combination of these.

COURSE: BUS 326

CATALOGUE DESCRIPTION. Use an open system perspective to examine how managers deal with factors that affect the organization. Consider factors such as environment, technology, and goals in determining the nature and structure of the organization.

COURSE GOALS.

Students should understand that an organization's effectiveness is driven by its organizational structure.

- Strategy, Design and Effectiveness
- Structural Choice Options

Students should understand that organizations function as open systems within the broader organizational environment.

- Students will be able to recommend organizational changes that take into account the disparate interests of internal and external stakeholders.

Students should understand that a variety of dynamic factors impact, and are impacted by a company's organizational choices.

- Ethics and Culture
- Organizational Change and Innovation
- Decision Making
- Conflict, Power and Politics

COURSE DELIVERY

This course will be delivered entirely online through the course management system D2L. It is essential that you have access to the course D2L site and that you check it regularly during the semester for announcements and additional materials. To access this course on D2L you will need access to the Internet and a supported Web browser (Chrome, Firefox, Safari, Microsoft Edge, or Internet Explorer). You will use your UWSP account to login to the course from the [D2L Login Page](#). If you have not activated your UWSP account, please visit the [Manage Your Account](#) page to do so. To ensure that you are using the recommended personal computer and Internet configurations for online courses, please refer to the USWP [System Requirements Page](#).

At designated times throughout the semester, you will participate in a variety of course activities using D2L and/or alternative Internet-based technologies. These activities may include, but are not limited to, email, discussion forums, virtual meetings, and other forms of web posting. In D2L, you will access online lessons, course materials, and resources. **PowerPoints of the lectures will be posted on D2L** for your review. **D2L will also be used to communicate** with you when needed. Should there be any changes to the schedule, these will be posted on D2L. **Please make sure that your email address on file is one that you check frequently.**

COURSE ACTIVITIES

These are the activities that make up the class. Points and due dates are listed in tables below.

- **Exams:** There will be 4 exams covering material from the textbook and other handouts.
- **Online Activities:** There will be a variety of activities requiring you to participate in online discussions or place responses in a D2L Drop Box.
- **Cases:** There will be a variety of individual case based projects.

Activity	Points
Exam 1	60
Exam 2	60
Exam 3	60
Final Exam	100
Online Activities (22)	110
Cases (13)	130
Total Points	520

TENATIVE SCHEDULE

Part	Read/Do	Due
0	Activity A1(Discussion)	1/31/18
1	Chapters 1, 2, 3 Activities A2, A3, A4, A5 Cases C1, C2, C3 Exam 1	2/18/18
2	Chapters 4, 5, 6 Activities A6, A7, A8, A9, A10 Cases C4, C5, C6 Exam	3/11/18
3	Chapters 7, 8, 9 Activities A11, A12, A13, A14, A15 Cases C7, C8, C9 Exam	4/8/18
4	Chapters 10, 11, 12, 13 Activities A16, A17, A18, A19, A20, A21, A22 Cases C10, C11, C12, C13	5/6/18
Final	Final Exam (80% new, 20% comprehensive)	5/16/18

Note: You will receive a zero for a grade on any work not completed by the due date.

STUDENT RESPONSIBILITY TO KNOW WHAT IS REQUIRED

Student performance will involve completion of the items listed in the **“Activities” section** above. These tasks are communicated to students in the syllabus, in D2L, and on the course calendar. Please note, all items that appear on the **syllabus/course calendar** are expected to be completed on time, whether or not the instructor announces them via email or D2L. **It is the students’ responsibility to know what is required** and where to look on the syllabus, course calendar, or D2L in order to locate the necessary information. If there are any questions, students are encouraged to email the instructor.

STUDENT FEELINGS OF PERCEIVED INJUSTICE

Should you disagree with, or feel uncomfortable with, anything that occurs in relation to this course, please **discuss the matter with the instructor as soon as possible.** The chain of command for addressing any grievances must be followed in order as follows: The Instructor > The School of Business & Economics Chairperson > The Dean of College of Professional Studies > The Associate Vice Chancellor for Teaching & Learning.

DUE DATES

Anything can be completed early. You may complete any activity or exam as soon as it is available in D2L. **Nothing will be accepted late.** No credit will be given for any work done after the deadline.

With the exception of the Activity 1 and the Final Exam, everything is due on one of the 4 Sundays in the semester (see the tentative schedule below).

REVIEWING & DISPUTING EXAMINATIONS OR QUIZZES

In general, students will **not be permitted to view questions on past exams or quizzes.** Given that this is an online class, it would be too easy for students to take turns completing the exams/quizzes first and then sharing the answers among themselves. Nevertheless, students may petition the instructor to review the item(s) they got wrong. Under no circumstances will you be allowed to see the question you got right. The mere act of submitting a petition to view questions on past exams or quizzes does not guarantee that the student's request will be granted. It is at the discretion of the instructor to determine whether or not the student's exam/quiz questions will be released. **All questions review requests must be submitted via email.** If granted, the exam/quiz questions will be released after the deadline for the exam/quiz has passed. Furthermore, the instructor will only provide the question stem, not the answer choices, unless the question stem does not make sense without the inclusion of the answer choices. From this information you should be able to look up to correct answers in the book. If you are stumped on a question, you are welcome to email the instructor for additional help.

The instructor will not engage in a debate regarding the correctness of exam/quiz questions. In short, **disputes involving individual exam/quiz questions are not permitted.** Any and all student appeals must be typed and submitted via email to the instructor by 11:59pm on the day following the last day to complete the unit exam. Furthermore, it is **forbidden to take or possess photographs or screenshots** of exams/quizzes. If a student violates this policy, he or she will receive a zero on the exam/quiz and be subject to more severe academic penalties, such as failing the course.

MAKE-UPS FOR COURSE ACTIVITIES

Make-ups for course activities will be given only in cases where the student has a valid excuse and he or she has **contacted the instructor before the original due date.** Valid excuses are military service, verifiable illness, university-related travel or events (academic, club, or athletic), "major" religious observances (e.g., observances inherent to the following religions: Armenian Apostolic, Baha'i, Buddhist, Christian, Coptic, Eastern Orthodox, Hindu, Islamic, Jain, Jewish, Native American, Sikh, or Zoroastrian), and medical or family emergencies.

If the circumstances are unexpected, making it impossible for the student to inform the instructor beforehand, the student has **48 hours** from the time the course activity was due to contact the instructor and request a make-up. **All reschedule/make-up requests must be submitted via email.** The requirement of sending requests via email applies to reschedule petitions made before the course activity is due as well as those submitted within the 48 hour grace period. Misrepresenting facts regarding why a rescheduled/make-up is being requested, may result in a failing grade on the exam, and in the course.

ONLINE ATTENDANCE

In an online class, the idea of attendance translates to checking email, signing into D2L, participating in online discussions and timely submission of assignments. The points for this are associated with the underlying activity. Students are expected to check their campus e-mail account and to log into D2L on a regular basis. **The federal government requires taking attendance in the first 8 days for financial aid reporting. Activity 1 in the discussion area is the method I am using to take attendance. If you have not completed that activity by January 31st, you may be dropped from the class.**

CLASSROOM COURTESY

POSITIVE LEARNING ENVIRONMENT. It is my goal to provide a safe and nurturing learning environment for all students. Therefore, breaches of classroom courtesy are defined as any behaviors that are disruptive to the learning environment. The following examples provide a foundational description of classroom courtesy:

- Displaying respect for others is required at all times. It is not required that you share the perspectives of your classmates, but rather that you do not discredit their right to have their own opinion. Expressing alternate viewpoints is important, but this should be done in a collegial manner.
- Side discussions, listening to head phones, sleeping in class, and abusive language is considered disruptive behavior.

NETIQUETTE GUIDELINES. Netiquette is a set of rules for behaving properly online. The instructor and your fellow students wish to foster a safe online learning environment. All opinions and experiences, no matter how different or controversial they may be perceived, must be respected in the tolerant spirit of academic discourse. You are encouraged to comment, question, or critique an idea but you are not to attack an individual. Working as a community of learners, we can build a polite and respectful course community. In particular, the following netiquette tips will enhance the learning experience for everyone in the course:

- Do not dominate any discussion.
- Give other students the opportunity to join in the discussion.
- Do not use offensive language. Present ideas appropriately.
- Do not capitalize all letters as this suggests shouting.
- Appropriate emoticons or emojis can be used to convey tone, but should not be overdone.
- Avoid using vernacular and/or slang language. This could lead to misinterpretation.
- Never make fun of someone else.
- Share tips with other students.
- Keep an “open-mind” and be willing to express minority opinions.
- Minority opinions have to be respected.
- Think and edit before you post or send.
- Do not hesitate to ask for feedback.
- Using humor is acceptable.

CONSEQUENCE. The instructor reserves the right to issue grade penalties for misconduct. Grade penalties are not given lightly and not without clear and justifiable cause. Grade penalties will only be applied in cases where the student has, without question, diminished the learning environment for others. Students will always be notified via email, without delay, if they incur a grade penalty of any kind. Any continued disruptive behavior may result in a referral to the Dean of Students office.

EXTRA CREDIT

Students may be given the opportunity to earn bonus points throughout the semester. The availability of bonus points will be based on class pace, activities, and other circumstances. **There is no guarantee that bonus points will be offered.** When available, bonus point opportunities will be announced publicly in class or via D2L. **No bonus point opportunities will be developed for individual students.** That is, any request to earn bonus points by means of an activity that has not been publicized or offered to all enrolled students will be denied.

GRADING

<i>Point Range (x = your score)</i>	<i>Course Grade</i>	<i>Percentage Range (x = your score)</i>
481 ≤ x ≤ 520 points	A	93.0% ≤ x ≤ 100.0% & up
465 ≤ x ≤ 480 points	A-	90.0% ≤ x ≤ 92.9%
450 ≤ x ≤ 464 points	B+	87.0% ≤ x ≤ 89.9%
429 ≤ x ≤ 449 points	B	83.0% ≤ x ≤ 86.9%
413 ≤ x ≤ 428 points	B-	80.0% ≤ x ≤ 82.9%
398 ≤ x ≤ 412 points	C+	77.0% ≤ x ≤ 79.9%
377 ≤ x ≤ 397 points	C	73.0% ≤ x ≤ 76.9%
361 ≤ x ≤ 376 points	C-	70.0% ≤ x ≤ 72.9%
346 ≤ x ≤ 360 points	D+	67.0% ≤ x ≤ 69.9%
309 ≤ x ≤ 345 points	D	60.0% ≤ x ≤ 66.9%
0 ≤ x ≤ 308 points	F	0.0% ≤ x ≤ 59.9%

As shown in the grade distribution table above, **total point ranges will be used** to evaluate student performance. Given that total points will be used rather than percentages, and that I don't give half points, **there will never be a situation in which rounding would come into play**. Moreover, **there will be NO CURVE**. Simply put, you need to earn the minimum number of points (i.e., the lower bound) in a given grade category to receive that grade (e.g., your grade ≥ 481 points for an A). No exceptions will be made. As such, **please do not ask for additional grade adjustments**. The instructor will strive to follow the grading scale above; however, please note, **deviations may occur** based on the total points assigned, overall class performance, and other circumstances. All deviations will be communicated to students.

OTHER ADMINISTRATION DETAILS

ADA AND OTHER SUPPORT SERVICES

The **American Disabilities Act (ADA)** is a federal law requiring educational institutions to provide reasonable accommodations for students with disabilities. For more information about UWSP's policies, see:

<http://www.uwsp.edu/dos/Pages/Information%20for%20Students.aspx>

If you have a disability and require classroom and/or exam accommodations, please register with the **Disability and Assistive Technology** Center and then contact me at the beginning of the course. I am happy to help in any way I can. If you have a temporary medical condition such as a broken arm or recovering after surgery, you may be able to arrange for courtesy services. In most cases, it is expected that you will make your own arrangements for these services. For more information, please visit the Disability and Assistive Technology Center located on the 6th floor of the Learning Resource Center (Library). You can get more information by calling 715-346-3365 or visiting: <http://www.uwsp.edu/disability/Pages/default.aspx>

If you need healthcare, **UWSP Student Health Service** provides student-centered healthcare that empowers and promotes wellness for all UWSP students. Student Health Service is located on the 1st floor of Delzell Hall. For more information, call 715-346-4646 or visit: <http://www.uwsp.edu/stuhealth/Pages/default.aspx>

College is an exciting and challenging time that brings both expected and unexpected stressors that can have a profound effect on a student's quality of life and academic performance. The **UWSP Counseling Center** is staffed with licensed mental health professionals dedicated to assisting students as they navigate difficult circumstances or resolve personal concerns. Therapy and consultation services are free of charge for registered students. The UWSP Counseling Center is located on the 3rd Floor of Delzell Hall. For more information, call 715-346-3553 or visit: <http://www.uwsp.edu/counseling/Pages/default.aspx>

In addition to the support services provided by Student Health Service and the UWSP Counseling, there are also professional support services available to students through the Dean of Students. For more additional information, please go to <http://www.uwsp.edu/dos/Pages/default.aspx>

Again, any special circumstances that are unique to you as a student/learner can be discussed with me at any time. Please make special arrangements to meet privately during my office hours.

UWSP COMMUNITY BILL OF RIGHTS AND RESPONSIBILITIES DOCUMENT

UWSP values a safe, honest, respectful, and inviting learning environment. In order to ensure that each student has the opportunity to succeed, a set of expectations has been developed for all students, staff, and faculty. This **set of expectations** is known as the Rights and Responsibilities document, and it is intended to help establish a positive living and learning environment at UWSP. For more information, go to: <http://www.uwsp.edu/dos/Pages/Information%20for%20Students.aspx>

The office of the Registrar also has a policy on attendance. <http://www.uwsp.edu/regrec/Pages/Attendance-Policy.aspx>

GRIEVANCES AND GRADE REVIEWS

Should you disagree with anything that occurs during class, feel uncomfortable at any time, or take issue with the syllabus, assignments, policies, expectations, etc. please **discuss the matter with the instructor as soon as possible**. If the source of unease or perceived injustice occurs during a particular class session, please speak with the instructor immediately after class. If you are unable to see the instructor after class, make an appointment to do so as soon as possible. Appointments to meet with the instructor can be made via email. The instructor's email is provided on the first page of the syllabus.

It is the student's responsibility to seek a resolution using the appropriate process outlined in the University Handbook and/or the University's Website. This process requires the student to take a **stepwise approach** in which they must consult with designated members of the University at incrementally higher levels. The student is to start at the lowest level and advance, **in order**, to the next higher rank **if and only if no resolution was found when the student consulted with the individual at the current level of the process**. The approved stepwise process is to proceed as follows: **Instructor > School of Business & Economics Chairperson > Dean of College of Professional Studies > Associate Vice Chancellor for Teaching & Learning**.

Grade Appeals. Student may seek resolutions for any circumstances that they feel need to be addressed, including grade appeals. As outlined in the University Handbook, Chapter 7, Section 5, formal grounds for a grade appeal include:

1. The alleged failure of the instructor to provide to the students, not later than the end of the second week of classes, a written statement of how grades will be determined.
2. The alleged failure of the instructor to assign grades according to the manner described.

As such, it is to be understood that a formal grade appeal, also known as a **Grade Review**, is to be request in instances when the student feels that he or she was not provided a syllabus with a grading scale in a timely manner and/or the instructor did not stick with the grading scale published in the syllabus. Questions of whether or not the instructor appropriately graded one or more of the course assignments, quizzes, exams, etc. are not matters to be decided by a formal grade appeal as described above. Rather, **matters of grading fairness are best taken up with the instructor directly**. If a formal grade appeal is necessary, the student must proceed through the stepwise process described above. Please note, if a grade appeal makes it past the instructor, the division chairperson, and the college dean, and accordingly, must be pursued at the level of the Associate Vice Chancellor for Teaching & Learning, the student seeking the Grade Review must submit his or her request in writing. The address for the Vice Chancellor for

Teaching & Learning is available on the University Website. Grade Review requests are due no later than the fourth week of the semester after the one in which the grade in question was earned.

NOTICE OF NONDISCRIMINATION

No person shall be discriminated against because of race, religion, age, color, gender, disability, national origin, creed, sexual orientation, gender identity, genetic information, marital status, veteran's status, or political belief or affiliation and equal opportunity and access to facilities shall be available to all. To address concerns regarding any of these issues please call 715-346-2606 or visit <http://www.uwsp.edu/hr/Pages/Affirmative%20Action/About-EAA.aspx>

EMERGENCY RESPONSE GUIDANCE

In the event of a **medical emergency** call 9-1-1 or use a Red Emergency Phone. Offer assistance if trained and willing to do so. Guide emergency responders to victim.

In the event of a **tornado** warning, proceed to the lowest level interior room without window exposure. See www.uwsp.edu/rmgt/Pages/em/procedures/other/floor-plans.aspx for floor plans showing severe weather shelters on campus. Avoid wide-span structures (gyms, pools or large classrooms).

In the event of a **fire** alarm, evacuate the building in a calm manner. Meet at ZEST Coffeehouse. Notify instructor or emergency command personnel of any missing individuals.

In the event of an **Active Shooter/Code React** – Run/Escape, Hide, Fight. If trapped, hide, lock doors, turn off lights, spread out and remain quiet. Call 9-1-1 when it is safe to do so. Follow instructions of emergency responders. See the UWSP Emergency Procedures at www.uwsp.edu/rmgt/Pages/em/procedures for details on all emergency response policies at UWSP.

TECHNOLOGY SUPPORT FOR STUDENTS, FACULTY AND STAFF

For detailed information and support concerning all UWSP Technology services, please visit the following website: <http://www.uwsp.edu/infotech/Pages/HelpDesk/default.aspx>

FACULTY REPORTING OBLIGATIONS

It is important for students to understand that faculty are required to report any incidents of maltreatment, discrimination, self-harm, or sexual violence they become aware of, even if those incidents occurred in the past, off campus, or are disclosed as part of a class assignment. This does not mean an investigation will occur if the student does not want that, but it does allow the university to provide resources to help the student continue to be successful.

ACADEMIC INTEGRITY

Academic dishonesty includes misrepresentations of facts regarding the timely completion of exams and papers. If it is determined that students have inappropriately collaborated on exams or assignment or that a student has used a classmates' responses to answer an exam question or complete an assignment, failing the course is the minimal likely appropriate sanction. Likewise, failure to properly cite sources used when completing a written assignment may lead to a failing grade on the paper or in the class. Students are expected to do their own work. If it is a group assignment equal contributions are expected. Asking another person for help if you are stuck is expected, but having someone do your work or copying another student's work is NOT permitted and is considered cheating. As a scholastic matter, it is at the discretion of the instructor to determine appropriate penalties. As a University disciplinary matter, academic dishonesty can result in suspension from the University or other lesser penalties. Any student involved in instances of academic dishonesty, intentionally or unintentionally, has failed to uphold the academic integrity of the university and is subject to penalty. Students will always be notified via email, without delay, if they incur a penalty of any kind.

The Student Rights and Responsibilities Document includes the university policies regarding academic misconduct, which can be found in Chapter 14. A direct link can be found here: <http://www.uwsp.edu/dos/Pages/Academic-Misconduct.aspx>. UWS 14.03 defines academic misconduct as follows:

Academic misconduct is an act in which a student:

- seeks to claim credit for the work or efforts of another without authorization or citation;
- uses unauthorized materials or fabricated data in any academic exercise;
- forges or falsifies academic documents or records;
- intentionally impedes or damages the academic work of others;
- engages in conduct aimed at making false representation of a student's academic performance;
- assists other students in any of these acts.

In terms of **plagiarism**, please note that you must reference all sources in the body of submitted papers and on a complete reference page. Source information must be provided regardless if you are quoting or paraphrasing. The rule of thumb is anything not common knowledge must be referenced. Failure to do so will result in a failing grade or a lesser grade penalty. Be aware that UWSP subscribes to Turnitin™, a plagiarism detection service, and all cases of plagiarism will be identified. Instances of plagiarism will result in course-level consequences as well as a university disciplinary case. Using the work from another student or students from past classes is not appropriate and is considered plagiarism. Information on non-academic misconduct can be found in Chapters 17 and 18 of the Student Rights and Responsibilities Document. A link to the university's policies on non-academic misconduct can be found at <http://www.uwsp.edu/dos/Pages/Information%20for%20Students.aspx>.