



教學計劃表 Syllabus

課程名稱(中文) Course Name in Chinese	組織理論研究		學年/學期 Academic Year/Semester	113/1
課程名稱(英文) Course Name in English	Seminar in Organization Theory			
科目代碼 Course Code	BM_D0040	系級 Department & Year	博士	開課單位 Course-Offering Department
修別 Type	必修 Required	學分數/時間 Credit(s)/Hour(s)	3.0/3.0	
授課教師 Instructor	/陳雯虹			
先修課程 Prerequisite				
課程描述 Course Description				
<p>Organization theory is a macro-level investigation of organizations. This course introduces fundamental concepts of organization theory and provides a forum for diagnosing and analyzing organization related issues. The course will be taught in English.</p> <p>What this course is? This course is a fundamental course for PhD students in the field of Strategy and Organization Behavior and an advanced course for MBA students. For PhD students, this course familiarizes students early in their PhD with organization theory. For MBA students, this course provides a forum for students to discuss the practical application of organization theory in topics that are critical to organization success.</p> <p>What this course is not? * This course is not a thesis writing class. Although this course includes homework to guide PhD students toward exploration of your research interest, we will not discuss your thesis or review your thesis, which you need to work with your advisor. * This course is not a listening-only class. The course provides ample opportunities for students to present and share their learning, which has been proved to be a better way of learning.</p>				
課程目標 Course Objectives				
<p>The course provides a forum for introducing and discussing organization theory and related issues. The objective of this course include: -To introduce important organization theory. -To develop student' s abilities in making organization-related analysis. -To help students familiarize areas of research related to organization theory.</p>				
系專業能力 Basic Learning Outcomes				課程目標與系專業能力相關性 Correlation between Course Objectives and Dept.' s Education Objectives
A	具備企業管理相關理論與應用的知識 Having knowledge of modern management theories and practices			●
B	具備邏輯推演、獨立思考與問題解決的能力 Having capability of logical reasoning, independent thinking, and problem solving			●
C	具備學研產官重要議題與趨勢掌握的國際觀 Having global perspective on key issues in academia, research, industry, and government			●
D	具備專業與產業的倫理洞察力與堅持 Having insights and persistence of professional and industry ethics			○

圖示說明Illustration : ● 高度相關 Highly correlated ○ 中度相關 Moderately correlated

授課進度表 Teaching Schedule & Content

週次Week	內容 Subject/Topics	備註Remarks
1	9/13 Course Introduction	(PhD) Self-study on what is theory and how to make theoretical contributions.
2	9/20 Organizations and organization design In-class team warm-up exercise	(All students) Read ch1 and the in-practice mini-cases in ch1. - Zara (p.17) - Morning Star (p.33)
3	9/27 Organizations and organization design In-class team exercise	(All students) Read ch2 and the in-practice mini-cases in ch2. - Wells Fargo (pp.61-62) - Allegiant Air (p.66) (PhD) Start to self-study on the Behavioral Theory of a Firm.
4	10/4 Strategy, organization design, and effectiveness In-class team exercise	(All students) Read ch3 and the in-practice mini-cases in ch3. - AT&T WarnerMedia (p.102) - Google and Alphabet (pp.114-115)
5	10/11 Fundamentals of organization structure Online class	(All students) Read ch13.
6	10/18 Decision-making processes	(All students) Read ch4 and the in-practice mini-cases in ch4. - Uber and Didi Chuxing (p.152) - Amazon and Walmart (p.171)
7	10/25 The external environment	(All students) Download the assigned HBR case (Should you listen to the customer?) from e-learning. Read the case and prepare for the preview questions.

8	11/1 Case Teaching (including team discussion and whole-class discussion) HBR case: Should you listen to the customer?	(All students) Read ch11 and the in-practice mini-cases in ch11. - Google (p. 446) - Huawei (pp. 453-454). (PhD) Start to self-study on the Organizational Learning Theory
9	11/8 Organizational culture and control	(All students) Read ch6 and read part of the Toyota case: "Introduction", "Background note", "Quality Management at Toyota", and "JUST-In-TIME" sessions (C304- C313).
10	11/15 Designing organizations for the international environment & Toyota Case In-class team exercise	(All students) Complete the reading of the whole Toyota case.
11	11/22 Case Teaching (including team discussion and whole-class discussion) Toyota Motor Company: Losing its quality edge	(All students) Read ch5 and the in-practice mini-cases in ch5. - Accelerating Medicines Partnership (p. 198).
12	11/29 Inter-organizational relationships	(All students) Read ch12 and the in-practice mini-cases in ch12. - Netflix (pp. 481-482) - Taco Bell (p. 506)
13	12/6 Innovation and change	
14	12/13 Final Presentation	Deadline for uploading the final presentation: 12/11 (Tues.) 23:00
15	12/20 Final Discussion & Peer Evaluation	
16	12/27 Final Exam (MBA students) (Classroom: TBD)	Deadline for Ph.D. students to upload a research proposal (23:00 Dec. 27th)
17	1/3 Guest speech (TBD)	
18	1/10 Flexible	

教學策略 Teaching Strategies

- 課堂講授 Lecture 分組討論 Group Discussion 參觀實習 Field Trip
 其他 Miscellaneous: case teaching

教學創新自評 Teaching Self-Evaluation

創新教學 (Innovative Teaching)

- 問題導向學習 (PBL) 團體合作學習 (TBL) 解決導向學習 (SBL)
 翻轉教室 Flipped Classroom 磨課師 Moocs

社會責任 (Social Responsibility)

- 在地實踐 Community Practice 產學合作 Industry-Academia Cooperation

跨域合作 (Transdisciplinary Projects)

- 跨界教學 Transdisciplinary Teaching 跨院系教學 Inter-collegiate Teaching
 業師合授 Courses Co-taught with Industry Practitioners

其它 other:

學期成績計算及多元評量方式 Grading & Assessments

配分項目 Items	配分比例 Percentage	多元評量方式 Assessments							
		測驗 會考	實作 觀察	口頭 發表	專題 研究	創作 展演	卷宗 評量	證照 檢定	其他
平時成績 General Performance	30%								
期中考成績 Midterm Exam									
期末考成績 Final Exam									
作業成績 Homework and/or Assignments	20%								
其他 Miscellaneous (Final presentation, research proposal, peer evaluation)	50%								

評量方式補充說明
Grading & Assessments Supplemental instructions

教科書與參考書目 (書名、作者、書局、代理商、說明)
Textbook & Other References (Title, Author, Publisher, Agents, Remarks, etc.)

Textbook:

Daft, R. L. (2021) Organization Theory & Design (13th ed.), Boston, MA: Cengage Learning Asia Pte Ltd.

Cases :

* HBR case study: Should you listen to the customer? By T. J. DeLong and V. Vijayaraghavan (source: <https://hbr.org/2012/06/case-study-should-you-listen-t>)

* Toyota Motor Company: Losing its quality edge (provided in class)

課程教材網址(含線上教學資訊, 教師個人網址請列位於本校內之網址)
Teaching Aids & Teacher's Website(Including online teaching information.
Personal website can be listed here.)

其他補充說明 (Supplemental instructions)

Descriptions of the course requirements:

This course requires strong self-motivation in learning and thinking. Before each class, students are required to read the textbook and complete the homework on time.

This course is taught in English and requires each student to take an active role in class. For effective learning, this course requires proof of English proficiency.

Participation (30%):

The format of the class requires each student to take an active role in class. Your attendance is essential to a good collective experience. A basic participation score will be assigned for attendance in every class.

Grading for participation will be decided based on the attendance rate and in-class participation quality. Bonus scores will be given based on the quality of in-class participation.

If you need to ask for leave, please complete online leave procedures. Consult the BA department assistant (Arie Chiu: ariechiu@gms.ndhu.edu.tw) regarding how to complete the online leave procedures. If you do not complete the online leave procedure, the absence will be recorded as "absent from school for no reason". The participation score will be significantly affected.

Assignment (20%)

Working with a diverse team is the best way to prepare students to engage in the global business stage. Therefore, students will be arranged into teams based on the principle of diversity.

The arrangement of teams will be announced after the course add/drop period.

The course will be designed with in-class team exercises in some classes.

In-class team exercises will be evaluated based on “link to concepts learned,” “richness of discussion,” and “logic of discussion.”

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In-class team discussion exercises will be evaluated based on “link to concepts learned,” “richness of discussion,” and “logic of discussion.”

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Final Presentation (20%)

MBA students:

For MBA students, work in teams and prepare a 25-minute presentation about the analysis of one organizational issue that your team members have experienced, observed, heard, or read. The presentation should include the following.

Descriptions of the organization and the organizational issue (10 min.)

What: What is the organizational issue about?

Where: Where did the organizational issue occur? (organization name or department name)

When: When did the organizational issue occur?

Who: Who was/were involved?

Analysis of why the organizational issue occurred (10 min.)

If the issue has been solved, please explain how the issue was solved and your evaluation of the solution. If the issue has not yet been solved, please recommend how to solve the issue and how to avoid the issue in advance for organizations. (5 min.)

For the MBA final presentation, please assign one person to be the homework manager, who should manage the progress, ensure completion of the presentation in good quality, and upload the presentation on time. One labor point will be given to the homework manager.

Cover information should include the course name (113-1 Organization Theory), MBA Final Presentation, team member's nickname, and highlight the homework manager.

File name: 113-10T_MBA final presentation_team#

Use note sessions to provide detailed explanations of the slide content.

Provide sources of information and division of labor in the final slide of the presentation.

Evaluation criteria of the MBA final presentation (including contents in the slide and the note sessions): “completeness,” “clarity,” “depth of analysis,” “richness of data collected,” and “logics.”

PhD students:

For PhD students, work individually and prepare a 20-minute presentation based on your learning from the assigned readings/virtual classes.

Create diagrams by yourself to illustrate the evolution of the concepts/ideas in the Behavioral Theory of a firm and the evolution of the concepts/ideas in the Organization Learning theory. (Approx. 10 min. in presentation)

Propose a research idea using the Behavioral Theory or the Organization Learning theory as the theoretical foundation.

Introduce the title, motivation of the research, and research objectives/research questions. (Approx. 4 min. in presentation)

Causal relationships that you plan to investigate (Draw a causal relationship diagram. A causal relationship diagram will be introduced in class.) (Approx. 5 min. in presentation)

Cover information should include the course name (113-1 Seminar in Organization Theory), PhD Final Presentation, and nickname.

File name: 113-10T_PhD final presentation_nickname

Use note sessions to provide detailed explanations of the slide content.

Provide sources of information (references) in the final slide of the presentation.

PhD homework will be evaluated based on “link to the assigned readings/virtual classes,”

“clarity,” “depth,” “richness,” and “logic.”

Final Exam (MBA students) (25%):

Essay questions and small case analyses

Not showing up during the time of the final exam will lead to a zero score for the exam. No excuses.

Research Proposal (PhD students) (25%):

In addition to the final presentation, PhD students need to write a complete research proposal about the proposed research. The research proposal should include the following sections:

Introduction: 1) practical background and motivation of research, 2) theoretical background and theoretical gap, 3) purpose of research and research questions, and 4) potential contributions of the proposed research

Literature review: 1) theoretical foundation (behavioral theory or organization learning theory), 2) comparison of prior related empirical studies, and 3) explain how the proposed research is different from prior studies.

Methodology:

Qualitative study: research context and description of cases, case selection criteria, descriptions of data source and reliability of the source, Yin approach or Eisenhardt approach

Quantitative study: research context and descriptions of samples, sampling method, measures, analysis techniques

Peer evaluation (5%):

Behaviorally anchored rating scales will be used for peer evaluation.

Important Notes:

Academic integrity is a fundamental value essential to the pursuit of learning and scholarships.

Potential offenses of academic integrity include, but are not limited to:

Using someone else's ideas or words without appropriate acknowledgment.

Submitting your own work in more than one course without the permission of the instructor.

Making up sources or facts.

Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

Using or possessing any unauthorized aid, including a cell phone during the exam.

Looking at someone else's answers.

(The descriptions of academic integrity were adapted from the Organization Theory syllabus by Ann Armstrong at the University of Toronto.)

Instructor:

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Teaching assistant: BUNTARIKA CHAROENCHAT (Kanda) Email: 611132222@gms.ndhu.edu.tw