



Course Syllabus

BA 390 - Complex Organizations

The session begins on the 1st day of the enrollment month and ends on the last day of the 6th month.

Instructor Information

Instructor Name: William King

UIU Faculty Email: kingw@uiu.edu

Telephone Number: 319-493-4901 cell/text

Office Location: Remote

Availability: I check email and text/calls daily and typically respond within 24 hours.

Course Description

Semester Credits: 3 credits

Catalog Course Description: An exploration of the structural and functional characteristics of formal organizations such as corporations, government agencies, schools, etc. Special attention will be given to such topic as: theories of management from Taylor to Theory Z; the relations between the internal structure of organizations and the different forms of social stratification throughout American society – i.e. class, racial, ethnic, and gender stratification systems; and the new forms of management strategy in the global economy.

Prerequisites: SOC 110

Credit Hour Policy: As a requirement of HLC Accreditation, all UIU courses, regardless of meeting schedule or instructional mode, follow the Federal Credit Hour Definition. As

such, each credit hour earned at UIU is equivalent to a minimum of 45 hours of student engagement.

For more information on how specific instructional modes meet this requirement, please see UIU's Policy Guidelines for Instructional Time Expectations: [UIU Policies](#).

Organization Theory & Design
Daft, Richard L 13th Edition

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Course Objectives

- Define Problems Relevant to the Construction and Maintenance of Organizations
- Develop an Understanding of Various Theories and Research on Organizations
- Apply Research Findings and Theories to Practical Situations, and Express these Analytically Orally and in Writing.
- Understand Organizational Structures and Processes
- Develop Critical Thinking and Analytical Skills

General Education Assessment

Upper Iowa University General Education program is guided by the Peacock Pillars and promotes foundational learning in multiple disciplines. The four Peacock Pillars (demonstrate technological literacy, exercise critical thinking across disciplines, communicate effectively, and engage as members of a diverse community) are student learning outcomes achieved by all Upper Iowa University graduates, and represent critical skills necessary for meaningful participation in society. The Pillars assessed by this course are indicated below:

- Demonstrate technological literacy
- Exercise critical thinking across disciplines
- Communicate effectively
- Engage as members of a diverse community

Course Requirements and Grading Criteria

Course Requirements

The course is completely developed in uiuLearn and consists of 4 units (covering 14 chapters). All course materials will be available and all work should be completed in uiuLearn. All units are available at the start of the session so you can work at your own pace but keep in mind there is an end date to the session. Completing prior to the end of the session is acceptable based on your pace. Even though you do not attend a regular classroom in the traditional sense and keep up with a set schedule of assignments, it is important to maintain a regular schedule, if possible, to complete all course work in a

timely fashion. In this course, you must complete everything required in a Unit before the next Unit opens.

Participation

As noted, this is a web-based, self-paced, course. As such, it is not a typical situation where students are collaborating together in discussions. There are no specific participation related points in this course. All points are tied to assignments and quizzes/exams. You will submit all assignments into the appropriate folder in the Assignments tab in uiuLearn. Quizzes/exams can be found under the Quizzes tab and these will be done online.

Course Policies

Try to do your best to keep a consistent as possible approach to getting units completed in a timely fashion and avoid needing to have a late push by the end of the session to complete all assignments and quizzes/exams. If possible, try to make sure you are checking UIU email daily just in case I need to notify the students of anything.

AI-Free Assignments

Use of generative AI is not permitted for assignments requiring independent analysis, critical thinking, or personal reflection (e.g., take-home exams, reflective essays). Unauthorized use constitutes a violation of academic integrity and may fall under the Academic Misconduct Policy.

Grading Criteria

Criteria	Points	Percentage
Chapter Discussion Questions (14 chapters)	$14 * 5 = 70$	17.5%
Chapter Case Analysis (14 chapters)	$14 * 10 = 140$	35%
Exams (2 total)	$2 * 50 = 100$	25%
Hot Topics (2 total)	$2 * 25 = 50$	12.5%
Session Reflections Writing Assignment	$1 * 40 = 40$	10%
TOTAL	400	100%

Grading Scale

Grade	Points	Percentage
A	372-400	93-100%
A- (minus)	360-371	90-92%
B+	348-359	87-89%

B	332-347	83-86%
B- (minus)	320-331	80-82%
C+	308-319	77-79%
C	292-307	73-76%
C- (minus)	280-291	70-72%
D+	268-279	67-69%
D	252-267	63-66%
D- (minus)	240-251	60-62%
F	below 240	below 60%

Grades and Feedback

All graded work available must be posted in the uiuLearn Gradebook by Sunday at 11:59pm (CT) one week prior to the course drop date, as well as posted by Sunday at 11:59 pm prior to the final week.

Turnitin

Turnitin is a tool for both teachers and students to ensure academic integrity by checking the originality of submitted papers to avoid issues of plagiarism and academic dishonesty.

Students should be aware that Turnitin scans submitted work and compares it to ALL other sources on file.

Extension Policy

Students will be allowed to request an extension and receive an 'X' (extension grade) at the end of their original six-month enrollment period if:

- A minimum of one assignment has been received for grading per guidelines AND
- All course units and exams are not completed and submitted OR
- A course withdrawal has not been initiated.

Note: The fee for a self-paced extension is \$99 per course. The request for an extension must be submitted no earlier than one month before the end of the course and no later than a week before the end of the course.

Extension grade details

- When the extension is granted and an "X" grade is issued, the student will receive a four-month enrollment period to complete the course.
- Students do not have the option to withdraw from a course after the initial six-month enrollment period.

- An 'X' grade posted to the student's official record will be replaced with a final letter grade; however, the extension will remain on the official transcript as a notation.
- If the course is not completed by the end of the extension period, the instructor will assign a final grade (A-F) based on work completed in relation to the total course requirements.
- If credit is not earned by the end of the extension period, students can re-enroll and repeat the entire course for credit.

Note: Students are not reported as enrolled during the extension period and are not eligible for student loan deferment. No more than one extension will be granted.

Course Schedule

UNIT 1 ... covering chapters 1, 2, and 3 :

On a Word doc format, for each of the following chapter assignments in Unit 1, complete the assigned discussion question and case analyses and submit to the appropriate folder in Assignments tab. Here are the assignments for Unit 1:

Chap 1 Discussion question

Answer question 4 on page 38 related to if an organization can be both efficient and effective.

Chap 1 Case Analysis

Answer all 3 questions at the end of this case study (Craft Originalities).

Chap 2 Discussion question

Answer question 1

Chap 2 Case Analysis

Answer all 3 questions at the end of this case study (Miller Machine Parts & Service).

Chap 3 Discussion question

Answer question 2

Chap 3 Case Analysis

Answer only question 3 at the end of this case study (Holtzclaw Supermarkets Inc.).

UNIT 2 ... covering chapters 4, 5, 6, and 7 :

On a Word doc format, for each of the following chapter assignments in Unit 2, complete the assigned discussion question and case analyses and submit to the appropriate folder in Assignments tab. For the Hot Topic assignment, you can use either a Word doc format or a PowerPoint format to summarize the article chosen. Here are the assignments for Unit 2:

Chap 4 Discussion question

Answer question 6

Chap 4 Case Analysis

Answer only question 3 at the end of this case study (Farrington Medical Devices).

Chap 5 Discussion question

Answer question 4

Chap 5 Case Analysis

Answer only question 1 at the end of this case study (Bradford Chemicals Company).

Chap 6 Discussion question

Answer question 8

Chap 6 Case Analysis

Answer only question 2 at the end of this case study (Rhinebeck Industrial).

Chap 7 Discussion question

Answer question 10

Chap 7 Case Analysis

Answer only question 3 at the end of this case study (Helping a Million People).

Hot Topic here is the subject to research for and report against:

- Research for how the Covid pandemic impacted the workforce and companies including how it has changed the back to work versus hybrid or fully remote situation. Report on a specific company in this regard. See UNIT 2 Content section for additional guidance and example. Submit to the appropriate folder in the Assignments tab.

Exam : complete the first online exam under the Quizzes tab. It will cover all chapters within UNITS 1 & 2.

UNIT 3 ... covering chapters 8, 9, and 10 :

On a Word doc format, for each of the following chapter assignments in Unit 3, complete the assigned discussion question and case analyses and submit to the appropriate folder in the Assignments tab. Here are the assignments for Unit 3:

Chap 8 Discussion question

Answer question 7

Chap 8 Case Analysis

Answer only question 3 at the end of this case study (Digitalization in The Manufacturing Sector).

Chap 9 Discussion question

Answer question 8

Chap 9 Case Analysis

Answer only question 3 at the end of this case study (Hermitage Escalator Company).

Chap 10 Discussion question

Answer question 4

Chap 10 Case Analysis

Answer only question 2 at the end of this case study (Yahoo: Get to Work).

UNIT 4 ... covering chapters 11, 12, 13, and 14 :

On a Word doc format, for each of the following chapter assignments in Unit 4, complete the assigned discussion question and case analyses and submit to the appropriate folder in the Assignments tab. For the Hot Topic assignment, you can use either a Word doc format or a PowerPoint format to summarize the article chosen. Here are the assignments for Unit 4:

Chap 11 Discussion question

Answer question 4

Chap 11 Case Analysis

Answer only question 1 at the end of this case study (NASCAR).

Chap 12 Discussion question

Answer question 1

Chap 12 Case Analysis

Answer only question 3 at the end of this case study (Lamprey Inc.).

Chap 13 Discussion question

Answer question 9

Chap 13 Case Analysis

Answer only question 3 at the end of this case study (Dubois French Eatery).

Chap 14 Discussion question

Answer question 4

Chap 14 Case Analysis

Answer only question 2 at the end of this case study (The Burlington Plant).

Hot Topic here is the subject to research for and report against:

- Research for how generative AI might influence the labor market in the future. This could be specific to an industry or a company as well. Submit it to the appropriate folder in the Assignments tab,

Sessions Reflections Writing Assignment:

Check Unit 4 in Content for guidance on what to include. No APA requirement on this. Submit it to the appropriate folder in Assignments tab.

Exam : complete the second online exam under the Quizzes tab. It will cover all chapters within UNITS 3 & 4.

Course Expectations

Email

Upper Iowa University employees and students are issued a UIU email account (doej@uiu.edu). University email communications will only be sent to UIU email address. Faculty and staff are not obligated to respond to students using non-UIU email accounts.

Technology Requirements

Computer and access to internet as this course is web-based.

Late Work

This course is web-based and self-paced so students are responsible for completing all requirements of the course by the end of the session in which it is scheduled. **Please note: according the Automatic Withdrawal verbiage below, students must turn in something within the first 60 days of a course beginning.**

Professional Writing and Speaking Guidelines

Communications in class and online should follow the Student Conduct and Discipline, Respect for the University Environment, and Code of Student Responsibility in the [Student Handbook](#). Respect the opinions of others using appropriate language and communications.

University Policies

Withdrawal (W)

If a student decides to withdraw from a course before the end of an enrollment period, the student's charges, financial aid, tuition assistance, and/or veteran benefits could be affected. All students should consult with the Business Office and Financial Aid Office to understand the financial impact of withdrawing prior to initiating the withdrawal process.

Tuition adjustments are independent from academic and financial aid deadlines. Upon receiving a request for withdrawal, using the number of lessons submitted as compared to the total due, a refund of tuition is made according to the following guideline.

On or before the first day of the enrollment period* 100%

After the first lesson through 10% of the enrollment period 90%

After the first 10% through the first 25% of the enrollment period 50%

After the first 25% of the enrollment period 0%

*Enrollment is measured by the number of assignments to be submitted during a six-month period of time, as determined by the University, during which semester credits are earned toward graduation. The refund/repayments shall be calculated using the percentages noted above as determined using the number of assignments completed and the number of assignments yet to be submitted.

For example, if a student submitted 2 of 17 assignments, they completed 11.76% of the class assignments. The student would be refunded 50% of the tuition cost.

For students from Wisconsin, Maryland, Georgia, Oregon, or Arizona, state laws apply. For students enrolled through the cpacredits.com program, no refund is allowed after the first two weeks.

Students who withdraw from a course prior to submitting the first assignment, or who are administratively withdrawn for non-submission of assignments, will be charged an administrative fee of \$99.

Course withdrawal may impact financial aid eligibility. A financial aid counselor is available to discuss this decision.

Upper Iowa University is required to use a pro-rata schedule to determine the amount of Title IV aid the student has earned at the time of withdrawal. If financial aid funds have been released to the student because of a credit balance on the student's account at Upper Iowa University, the student may be required to repay some or all of the amount released to the student. This policy is subject to federal regulations. Contact the Financial Aid Office for details.

Withdrawing from a course in progress may result in significant student account charges. Consult with the Business Office before withdrawing. For more information on financial aid implications, go to uiu.edu/financialaid.

Administrative Withdrawal (AW)

A grade of AW (administrative withdrawal) is recorded for any course from which a student is administratively withdrawn. **At least one complete assignment/unit must be received and verified by the instructor within the first 60 days of the enrollment period or the student will be administratively withdrawn from the course.** Students who are administratively withdrawn for non-submission of assignments, will be charged an administrative fee of \$99. Non-Attendance (NA): Never attended grades are not applicable to the Self-Paced Degree Program.

Academic Accommodations

It is the policy of Upper Iowa University to ensure equal access to educational and co-curricular activities to students with disabilities as mandated by the Americans with Disabilities Act Amendments Act (ADAAA) and Section 504 of the Rehabilitation Act of 1973. A student seeking accommodations should contact the Director of Student Accessibility Services as early in the session as possible. In order to receive accommodations, students are required to disclose their disability to the Director by completing an application for services that can be found on the Student Accessibility Webpage. In addition to the application packet, the student is required to submit supporting documentation. Submit these to the Student Accessibility Services Office either in person or by email/Fax. A brief interview, in-person, by phone or virtually, with the Director will confirm or deny the accommodations requested. The Student Accessibility Services Office will email accommodation letters to the appropriate professor, the student, and the student's advisor. Additionally, students should work cooperatively with their instructors throughout the session to make sure that their accommodations are appropriate and effective.

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Contact the Director at (563) 425-5949, accessibility@uiu.edu or stop by the office on the 2nd floor of the Student Center, Office of Student Life, Room 229.

Emergency Directives: (Fire, Natural Disaster, Threat on campus, etc.)

In accordance with Upper Iowa University's emergency management plan, any student that requires assistance in the event of an emergency (Fire, natural disaster, threat on campus) is responsible for notifying their instructor of the need for assistance. (Evacuation, and/or indoor safety protocols) This information will be held confidential and only needed in the unlikely event that there is an emergency.