University of North Carolina Charlotte  
Organizational Theory and Systems  
Semester 1  

Professor: 5 Instructors – Lead Instructor Prof. Dr. Franz Kellermanns  
Course: Organizational Theory and Systems  
Room: Center City  
Meeting Time: 8:00 to 5:00.  

Contact Information:  
Fax (dept): 704-687-1380  
Phone (dept area coordinator): 704-687-7684  

Instructor Email Addresses  
Franz Kellermanns: kellermanns@uncc.edu  
George Banks: gbanks3@uncc.edu  
Jared Hansen: jared.hansen@uncc.edu  
Dave Woehr: dwoehr@uncc.edu  
Justin Webb: Justin.W.Webb@uncc.edu

Course Description  
Review of a broad range of organizational theory and topics in the field of management, marketing and information systems, with the following goals in mind:  

Knowledge-oriented goals  
1. To review and synthesize fundamental themes in organizational theory in management  
2. To review and synthesize fundamental themes in organizational theory in marketing  
3. To develop an appreciation of data analysis  
4. To explore the latest ideas for doing empirical research

Skills-oriented goals:  
To increase theory-building skills, in particular to enhance the following abilities:  
1. to articulate theoretically interesting, well-focused topics  
2. to develop logical argumentation in support of a model  
3. to define internally consistent theoretical constructs and identify non-trivial relationships among them  
4. to identify critical assumptions and boundary conditions for a theory  
5. to write compelling research questions or propositions

Course Objectives  
1. Demonstrate ability to:  
   ▪ understand the core research questions and methods embodied in a particular stream of literature,  
   ▪ evaluate the theoretical significance and methodological rigor of the material,  
   ▪ frame relevant questions and critique
• identify logical next steps in the research stream.

2. Demonstrate ability to write an empirical or theoretical paper that makes a contribution within the domain of the topic area.
3. Demonstrate readiness to submit the above paper at a regional or national meeting.

**Instructional Method:** Seminar style discussion/debate, lectures, and in-class exercises are used in the class.

**Credit Hours:** This is a 3 credit hour course.

**Required Materials/Readings**

There are no mandatory textbooks to purchase. Core readings for each topic are identified at the end of this syllabus for each session. They need to be read prior to attending class. They can be found online using the university library databases and/or will be posted to Canvas depending on the sources and instructor for that session. Please feel free to explore the topic further using the references in assigned papers. There is always much more literature than one can assign in a seminar.

**Grading**
Grades will be based on the following weights:
40% Class Participation/Discussion (Class discussion and group work in class)
60% Research Paper + Research Paper PowerPoint

**Description of Assignments and Grading**

*Class Participation/Discussion*
Class attendance at all five class sessions is mandatory. The learning from the group discussion of research articles cannot be replicated outside of that environment.

We will meet once a month for 5 months. Each class day is led by a faculty member in either marketing or management. Each meeting will follow the outlined procedure:

- Check in
- For most classes doctoral students are assigned to guide the discussion.
- Each student is expected to identify and discuss major themes and subtopics – What are the key contributions of each paper? What are the methodological issues in studying this topic?

Students’ participation will be evaluated based on active class involvement. Students will take turns in leading seminar discussions. Disrespectful or disturbing behavior of students during class time will have a substantial negative impact on the class participation grade. Students are strongly encouraged to actively share their views in class discussions since the final participation grade is determined based on both attendance and class involvement.
**Research Paper**
You will submit a literature review paper that focuses on a potential area of interest for your research. The paper should not be longer that 40 double spaced pages (including tables, figures, and references) using a 12-point font in Microsoft Word. The due date for this assignment is posted in the schedule is on December 8th.

Note: It is desirable that a form of the paper will also be submitted to a relevant upcoming academic conference for review. It is your responsibility to find out when the deadline is and make sure the paper is submitted on time. Instructors are available for consultation on conference suggestions. The general submission processes will be discussed in other classes.

**Research Paper PowerPoint**
You will submit a brief PowerPoint overview of your literature review that can educate your fellow students about the topic.

Note: The entire class will have access to the papers and PowerPoint presentations to aid them in understanding the research interests of their peers so they can identify future potential research collaborators, as well as deepen their knowledge of the topics of this class.

**General Course Information Guidelines**

**Statement on Diversity.** University and Belk College of Business strives to create an inclusive academic climate in which the dignity of all individuals is respected and maintained. We celebrate diversity that is beneficial to employers and society at large. Students are encouraged to actively and appropriately share their different views in class discussions of cases and exercises and when called upon by the instructor.

**Documented Disability.** Any student who feels s/he may need an accommodation based on the impact of a documented disability should contact the lead instructor privately to discuss your specific needs, as well as contact the Office of Disability Services (see http://ds.uncc.edu/) to register to receive accommodations.

**Severe Weather.** Students will be responsible for any academic work which they miss due to absences caused by severe weather conditions. It is the individual student's responsibility to take the initiative to make up any missed class work. The campus will notify students if the university is closed for all classes. Instructors will notify students via email if any additional alterations are being made due to inclement weather.

**Classroom expectations.** This syllabus contains the policies and expectations established for this course. Please read the entire syllabus carefully before continuing in this course. These policies and expectations are intended to create a productive learning atmosphere for all students. Students who fail to abide by these policies and expectations, risk losing the opportunity to participate further in the course.

**Civility.** Students are encouraged to actively appropriately share their views in class discussions; the vigorous debate of alternative ideas is an important part of advancing scientific knowledge.
and society. The University strives to create a robust intellectual environment that values social and cultural diversity, free expression, collegiality, integrity, and courtesy in discussions. It is important that all of these elements are jointly included and balanced as we spend significant time engaged in critical review of real world examples of branding and new product ideation related topics. The instructors will encourage everyone to consider how they can recognize, promote, and celebrate diversity that is beneficial to both employers and society at large. The instructors will end discussion as needed to keep discussion from become too heated, off topic, or going over time, etc. Violations of UNCC Policy 406, Code of Student Responsibility, including vulgar or offensive language, depictions, graphics, or behaviors can result in a significant decrease in course grade.

**Academic integrity.** Cheating and disruptive behavior have significant consequences. All students are required to read and abide by the Code of Student Academic Integrity which governs student behavior relating to academic work. Violations of the Code of Student Academic Integrity, including plagiarism, will result in disciplinary action as provided in the Code. Definitions and examples of plagiarism are set forth in the Code. The Code is available from the Dean of Students Office or online at: [http://www.legal.uncc.edu/policies/ps-105.html](http://www.legal.uncc.edu/policies/ps-105.html). All UNC Charlotte students are expected to be familiar with the Code and to conduct themselves in accord with these requirements. To clarify, this code forbids cheating, fabrication or falsification of information, multiple submissions of academic work without authorization, plagiarism (which includes viewing others work without instructor permission), abuse of academic materials, and complicity in academic dishonesty. This forbidding includes sharing/copying work between individuals or teams without permission of instructors. Any special requirements or permission regarding academic integrity in this course will be stated by the instructor, and are binding on the students. Students who violate the code can be expelled from UNC Charlotte. The normal penalty for a first offense is zero credit on the work involving dishonesty and further substantial reduction of the course grade. In almost all cases the course grade is reduced to failing. Students are expected to report cases of academic dishonesty to the course instructor.

**Materials.** All materials submitted as part of course requirements become the property of the instructors. Students desiring to retain copies of their work should make such copies before turning in their materials.

**Technology in the classroom.** The use of laptops, smart phones, tablets, and other communication devices for non-class related purposes (e.g., emailing/texting, shopping, other classes, social media, etc.) is disruptive, and is therefore prohibited during class, except for during breaks or other specific times indicated by the instructors.
Schedule

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<tr>
<th>Class Day</th>
<th>Date</th>
<th>Instructor</th>
<th>Course Introduction – Program Background</th>
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<tbody>
<tr>
<td>1</td>
<td>13-Jul</td>
<td>Kellermanns</td>
<td>Library 9:30-11:00</td>
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<td>Mediation vs. Moderation – Scientific Language</td>
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<td>Management Related Readings</td>
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Online Contact See Canvas for Updates – 1st August

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<td>2</td>
<td>10-Aug</td>
<td>Woehr</td>
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Online Contact See Canvas for Updates – 1st September

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<td>3</td>
<td>7-Sep</td>
<td>Hansen</td>
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Online Contact See Canvas for Updates – 1st October

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<td>4</td>
<td>12-Oct</td>
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Online Contact See Canvas for Updates – 1st November

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<td>5</td>
<td>9-Nov</td>
<td>Banks</td>
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Final Paper and PowerPoints due 8-Dec

Paper + PowerPoints

Readings:

Class Day 1:

Introductory Readings

1. Moderation vs. Mediation (Pizza and Beer Example – Handout during class)

Power and Institutions


**Class Day 2:**

**Management and Organizational Behavior**

The primary focus of this section is on organizational behavior and human resource management. The goal is to provide an introduction and overview across several topics. Topics include: an overview of management as an academic discipline; theories of organizational behavior; person-environment fit; models of individual job performance; the strategic role of human research management in organizations; and, an the importance of job-related attitudes.

**Management Overview**


**Organizational Behavior Theory**


**Person-Environment Fit**

Strategic HRM


Job Performance


Job Attitudes


Class Day 3:

Development of New Marketing Theory


Selected Theories on Market Competition and Market Intelligence


**Selected Theories on Consumer Motivation and New Product/Technology Adoption**


**Selected Theories on Business Ethics and Corporate Social Responsibility**


**Class Day 4:**


Class Day 5:

Required:
Leadership:


Teams:


Supplemental: