

Organizational Theory

Master of Science in Management
HEC, Université de Lausanne

Fall Semester 2006
Mondays 8h15-12h00
Location: Cubotron 231 (auditorium 1)

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Course Page: <http://www.hec.unil.ch/brogers/index.php>
Office Hours: by appointment only

Course Description and Objectives

This course will equip students with an understanding of organizational concepts and improve their ability to draw on their knowledge and experience to effectively deal with organizational dilemmas in today's challenging business environment. Existing literature, current events and personal experiences/perspectives will be used to enhance the learning experience. Specifically, the course aims to:

1. increase understanding of the basic principles of major organizational theories
2. raise awareness of dilemmas that face organizations (e.g., decision-making under uncertainty, conflict management, power and politics, etc.)
3. identify solutions for overcoming complex organizational challenges and increasing organizational efficiency and effectiveness

Course Overview

Session	Date	Topic
1	October 23	Course overview Introduction to Organization Theory
2	October 30	Classical Influences on Organization Theory
3	November 6	Neoclassical Theory
4	November 13	Human Resource Theory
5	November 20	Economic Organization Theory
6	November 27	Structural Organization Theory
7	December 4	Conception of Environments
8	December 11	Organizational Decision-Making MID-TERM EXAMINATION
9	December 18	Power and Politics in Organizations
10	January 8	Conflict in Organizations
11	January 15	Organizational Culture & Cultural Change in Organizations
12	January 22	PRESENTATION: Team Projects
13	January 29	No class
14	February 5	PRESENTATION: Team Projects Organizational Pathologies

Teaching Approach

The course will consist of lectures and classroom discussion, as well as case study analysis and research projects. From time to time, guest speakers may also be invited to contribute their perspective on certain topics.

Course Materials

Required Material

Every student needs to obtain a copy of the Selected Readings for Organizational Theory from the University Service of Reprographie to prepare for class. The readings for the first few lectures will also be available on the course page at <http://www.hec.unil.ch/brogers/index.php>.

Additional readings as well as course-related documents and communication may also be posted on the course page.

Textbooks

The following textbooks will be used as reference texts throughout the course. The purchase of these books is optional. Any material from these books used during the course can be found in the Selected Readings for Organizational Theory.

Scott, W. Richard (2003). *Organizations: Rational, Natural, and Open Systems*. Englewood Cliffs, NJ: Prentice Hall. (5th edition)

Shafritz, Jay M. & Ott, J. Steven, & Jang, Yon Suk (2005). *Classics of Organization Theory*. New York: Harcourt College Publishers. (6th edition)

Daft, R.L. (2004). *Organization Theory and Design*. London: Thomson. (8th Edition).

Academic Integrity

Students are expected to adhere to a high standard of academic honesty and integrity when conducting research, writing papers and sitting for examinations.

Course Requirements

1. Carefully read and be prepared to discuss the readings assigned for each class. Class participation is essential for successful completion of this course. Students are expected to demonstrate during both discussion and through questions asked during the lecture portion of each class that they have read the materials and are familiar with the course content.
2. Be an active participant in large and small group discussions and exercises.
3. A mid-term exam will be required.
4. A group project that will involve applying organizational theories will be required. Each group must present to the class and must prepare a co-authored paper not to exceed 25 pages.
5. A final exam will be required.

Session Article Preparation, Presentation and Discussion

Please note that session article preparation, presentation and discussion play a critical role in obtaining knowledge and an understanding of organizations in this course. It is therefore compulsory for everyone to read the assigned readings for each session and prepare one article in depth for presenting its essential ideas to the classmates. We will assign the article presentations on a weekly basis. For the articles that are not assigned to you for presentation, you are still expected to read them and participate actively in the discussion.

Each article presentation should be about 15 minutes long. You should present the key messages of the article to the class in a clear and concise way. Try to answer the following questions when you prepare the presentation.

1. What are the central issues raised in the article? What are the questions the article tried to answer?
2. What are the main arguments or findings in the article?
3. What are the organizational situations that the theory in question can be best applied to?

Organization Analysis Team Project

You will be formed into groups of 4-5 persons and will conduct a team project to analyze a specific organization with the concepts and tools discussed in the course. There are two ways to conduct your team project. The first one is to choose a real organization of at least 15 employees and enter into the organization to meet people, collect first-hand organizational information through interviews, observations, organizational documents, etc. You should identify some specific organization issues that are pertinent for this organization and apply the concepts developed in class to make a diagnosis, analyze and give suggestions.

If you cannot gain access to any organization, you can also choose an organization for which you should obtain information from public sources, such as databases, newspapers, magazines, websites, or any other public sources. Please note that you must document the source of your information.

The team projects will be presented towards the end of the course. You will have 20 minutes to present your project and 5-10 minutes for questions and discussion.

A written report of the team project of a maximum of 25 pages (not including cover page, using Times New Roman, font size 12, single spaced) is to be submitted to the professor on the date that your group presents. The paper should be submitted in both paper and electronic versions.

A Few Comments on Grading

1. Your written work will be judged on the following five criteria: (a) apparent understanding of the topics in the course, (b) effectiveness of linking the ideas in your organizational analysis to the assigned readings, (c) quality of the writing, (d) conciseness, and (e) creativity.
2. Each of the written assignments should be prepared and submitted in accordance with format standards of the American Psychological Association (APA), 5th edition. The headings, text references, and lists of references in your submitted papers should comply with the APA format. Do not cite work that you have not read and you should always use original sources whenever possible.
3. The course grade will be based on:
 - a. Class preparation & participation 30%
 - b. Group project 30%
 - c. Midterm exam 20%
 - d. Final Exam 20%

A six point grading scale will be used.

Students who fail the course must resit the component/s that was/were failed. If a student is required to resit the exam, they will do so during the official resit examination period. If the student is required to redo the project, the deadline for submitting the project will be midday of the date of the resit exam.

The total mark will be rounded. The rounding procedure, after the decimal point, is as follows: (a) marks between .25 and .74 are rounded to .50; (b) marks between .01 to .24 are rounded down to .00 (of the next whole number); (c) marks over .75 are rounded up to .00 (of the next whole number). Also, students can only resit failed components and may not retake a component merely to improve their mark.

As a matter of fairness and courtesy to everyone in the class, there will be penalties associated with late papers (except in reference to emergencies or prior situations approved by the professor). Grades will be lowered 0.5 points for each day the paper is late.

The professor reserves the right to change the scheme of work and course content, depending on time constraints or other unforeseen circumstances, with the intent of maximizing student learning outcomes.

Accommodations

Students with disabilities will be fully included in this course. Please inform the professor if you need any special accommodations in the curriculum, instruction, or assessments of this course to enable you to participate fully. Confidentiality of the shared information will be maintained.

CLASS SCHEDULE AND READINGS

October 23	Course overview & Introduction to Organization Theory
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Scott, W.R. (2003), *Organizations: Rational, Natural, and Open Systems*. Upper Saddle River, NJ: Prentice Hall. (5th Edition), Chapter 1.

October 30	Classical Influences on Organization Theory
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Scott, W.R. (2003), *Organizations: Rational, Natural, and Open Systems*. Upper Saddle River, NJ: Prentice Hall. (5th Edition), Chapter 2.

Smith, A. (1776). On the Division of Labor. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

Fayol, H. (1916). General Principles of Management. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

Taylor, F. W. (1916). Principles of Scientific Management. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

Weber, M. (1946 trans.). Bureaucracy. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

Gulick, L. (1937). Notes on Theory of Organization. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

November 6	Neoclassical Theory
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Scott, W.R. (2003), *Organizations: Rational, Natural, and Open Systems*. Upper Saddle River, NJ: Prentice Hall. (5th Edition), Chapter 3.

Barnard, C. I. (1938). The Economy of Incentives. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

Merton, R. K. (1957). Bureaucratic Structure and Personality. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

Simon, H.A. (1947). The Proverbs of Administration. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

Selznick, P. (1948). Foundations of the Theory of Organization. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

November 13 Human Resource Theory

- Maslow, A.H. (1943). A Theory of Human Motivation. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.
- McGregor, D.M. (1957). The Human Side of Enterprise. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.
- Follett, M.P. (1926). The Giving of Orders. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.
- Roethlisberger, F.J. (1941). The Hawthorne Experiments. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.
- Janis, I. L. (1971). Groupthink: The Desperate Drive for Consensus at Any Cost. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.
- Colbeck, C. L., Campbell, S. E., & Bjorklund, S. A. (2000). Grouping in the Dark: What college students learn from group projects. *Journal of Higher Education*, 71 (1), 60-83.

November 20 Economic Organization Theories

- Scott, W.R. (2003), *Organizations: Rational, Natural, and Open Systems*. Upper Saddle River, NJ: Prentice Hall. (5th Edition), Chapter 4.
- Williamson, O.E. (1981). The Economics of Organization: The Transaction Cost Approach. *American Journal of Psychology*, 87: 548-577.
- Jensen, M.C. & Meckling, W.H. (1976). Theory of the Firm: Managerial Behavior Agency Costs and Ownership Structure. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.
- Williamson, O.E. (1975). Markets and Hierarchies: Understanding the Employment Relation. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.
- Barney, J.B & Ouchi, W.G. (1986). Learning from Organizational Economics. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.
- Rubin, P.H. (1990). Managing Business Transactions. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

November 27 Structural Organization Theory

- Burns, T. & Stalker, G.M. (1961). Mechanistic and Organic Systems. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.
- Blau, P.M. & Scott, W.R. (1962). The Concept of Formal Organization. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

Mintzberg, H. (1979) The Five Basic Parts of the Organization. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

Walker, A.H. & Lorsch, J.W. (1968). Organizational Choice: Product versus Function. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

Jacques, E. (1990). In Praise of Hierarchy. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

December 4 Conceptions of Environments
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Scott, W.R. (2003), *Organizations: Rational, Natural, and Open Systems*. Upper Saddle River, NJ: Prentice Hall. (5th Edition), p. 125-149.

Pfeffer, J. & Salancik, G.R. (1978). External Control of Organizations: A Resource Dependence Perspective. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

Thompson, J.D. (1967). *Organizations in Action*. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

December 11 Organizational Decision-Making ***MID-TERM Examination***
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Daft, R.L. (2004). *Organization Theory and Design*. London: Thomson. (8th Edition), p. 444-481.

December 18 Power and Politics in Organizations

Scott, W.R. (2003), *Organizations: Rational, Natural, and Open Systems*. Upper Saddle River, NJ: Prentice Hall. (5th Edition), p. 291-313.

Pfeffer, J. (1981). Understanding the Role of Power in Decision Making. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

Mintzberg, H. (1983). The Power Game and the Players. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

Pettigrew, A.M. (1977). Strategy Formulation as Political Process. *International Studies of Management and Organizations*, 1:2, 78-87.

French, Jr., J.R.P. & Raven, B. (1959). The Bases of Social Power. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

Kanter, R.M. (1979). Power Failure in Management Circuits. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

January 8

Conflict in Organizations / Organizational Pathologies

Hatch, M.J. (1997). *Organization Theory*. New York: Oxford., p. 300-326.

Daft, R.L. (2004). *Organization Theory and Design*. London: Thomson. (8th Edition), p. 486-523.

Scott, W.R. (2003), *Organizations: Rational, Natural, and Open Systems*. Upper Saddle River, NJ: Prentice Hall. (5th Edition), Chapter 12.

Cox, T. (2001). *Creating the Multicultural Organization: The Challenge of Managing Diversity*. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

Morgan, G. (1986). *The Ugly Face: Organizations as Instruments of Domination*. In *Images of Organization*, p. 273-319. London: Sage.

January 15

Organizational Culture & Cultural Change in Organizations

Daft, R.L. (2004). *Organization Theory and Design*. London: Thomson. (8th Edition), p. 358-397.

Schein, E. H. (1993). *Defining Organizational Culture*. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

Martin, J. (2002). *Organizational Culture: Pieces of the Puzzle*. In Shafritz, J.M., Ott, J.S., & Jang, Y.S.(Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

Trice, H.M. & Beyer, J.M. (1993). *Changing Organizational Cultures*. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

Ouchi, W.G. (1991). *The Z Organization*. In Shafritz, J.M., Ott, J.S., & Jang, Y.S. (Eds). *Classics of Organization Theory*, 6th Ed., London: Thomson.

January 22

Group Projects: Presentations

Class will be held from 8h15-12h00 as usual, but an afternoon session will be added from 13h00-15h00.

January 29

No Class

February 5

Group Projects: Presentations / Course Wrap-Up

Class will be held from 8h15-12h00 as usual, but an afternoon session will be added from 13h00-15h00.

Date (to be decided)

Final Exam