



ORGANIZATIONAL THEORY_ BUS 358Ea/ BUS 358Eb

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Office Hours: Monday-Wednesday 11:00-12:00

Course Information:

Spring 2017

Monday and Wednesday

1:30- 2:50

4:00-5:20

Course Description

The course will explore the most relevant perspectives and approaches which attempt to explain the nature, structure and functioning of organizations. As part of the Organizational Theory, we will study also organizational design which creates and transforms the organizational structure of an organization.

Prerequisites

There are no special requirements. However, it is recommended to have previously studied Business Administration.

Course Goals and Methodology

This course aims to provide a general understanding of the organizational theory. There will be two differentiated goals to be considered:

- Firstly: Learning about the most relevant organizational theories and understanding the different perspectives adopted to analyze business phenomena.
- Secondly: Learning about the organizational design function, design parameters, contextual factors and basic organizational models.

Learning Objectives

1. Learning about the most relevant organizational theories in the twentieth century in order to understand the function of organizations, which will provide a multidisciplinary view of business phenomena.
2. Learning about the organizational design function as one of the functions that make up the management process.
3. Learning how to diagnose organizational problems and giving possible solutions.

Required Texts

- Burton, RM & Ober, B. "Strategic Organizational diagnosis and design: The dynamics of Fit", Kluwer Academic Publishers, 2004 (chapters 1-3)
- Gomez-Mejia, L., Balkin, D. & Cardy, RL. "Management", McGraw hill, 2008 (chapters 1-3)
- Jones, GR. "Organizational theory: text and cases", Addison-Wesley, 1999 (chapters1-3)

- Mintzberg H. "The Structuring of Organizations". Prentice-Hall, 1979 (chapters 4-7)
- Robbins, SP, & Coulter, M. "Management", Prentice Hall, 2007
- Shafritz, JM & Ott, JS, "Classics of Organization Theory", Harcourt Brace College Publishers, 1996

General Course Policies

Please keep your cell phones turned off during class.

Course Requirements and Grading

The final grade will be calculated according to the following:

- 30% Mid-term Exam
 - A minimum score of 5 points (on a 10-pt.scale) is required
- 10% Participation in class
- 30% PDLs
- 30% Final Exam
 - A minimum score of 5 points (on a 10-pt.scale) is required

PDLs refer to "practical and development learning classes" in which students will have to work in groups different activities/practical work. Students will be evaluated considering the clarity of the ideas presented and solid arguments provided. There will be value not only that proper answers are giving to the questions raised but the clarity and well-structured presentation.

Quiz/presentation/exam dates will not be changed under any circumstances.

Attendance and Punctuality

Attendance is mandatory. More than 3 unexcused absences will result in the lowering of the final grade. Students with more than 2 such absences may not challenge the final grade received. Punctuality is required – lateness will be penalised by 0.5 (over 15 mins) or 1 absence (over 30mins).

Academic Dishonesty

Academic integrity is a guiding principle for all academic activity at Pablo de Olavide University. Cheating on exams and plagiarism (which includes copying from the internet) are clear violations of academic honesty. A student is guilty of plagiarism when he or she presents another person's intellectual property as his or her own. The penalty for plagiarism and cheating is a failing grade for the assignment/exam and a failing grade for the course. Avoid plagiarism by citing sources properly (using footnotes or endnotes and a bibliography).

Students with Disabilities

If you have a disability that requires special academic accommodation, please speak to your professor within the first three (3) weeks of the semester in order to discuss any adjustments. It is the student's responsibility to provide the International Center with documentation confirming the disability and the accommodations required (if you have

provided this to your study abroad organization, they have most likely informed the International Center already but please confirm).

Behavior Policy

Students are expected to show integrity and act in a professional and respectful manner at all times. A student's attitude in class may influence his/her participation grade. The professor has a right to ask a student to leave the classroom if the student is unruly or appears intoxicated. If a student is asked to leave the classroom, that day will count as an absence regardless of how long the student has been in class.

Class Schedule

PART ONE: ORGANIZATIONAL THEORIES

Chapter 1. Introduction to organizational theory

1. What is an organization?
 - (Burton & Obel, 2004; pp. 1-5)
2. How does an organization create value?
 - (Jones, 1997; pp. 5-7)
3. Why do organizations exist?
 - (Jones, 1997; pp. 7-10)
4. Organization types
 - (Shafritz & Ott, 1996; pp.214-219)
5. Levels of analysis when studying organizations
 - (Class notes)
6. Organizational Theory
 - (Burton & Obel, 2004; pp. 10-13)

Chapter 2. Initial perspectives in the study of organizations

1. Introduction
 - (Class notes)
2. Classic Theories
 - Frederick Taylor: The Principles of Scientific Management
 - (Shafritz & Ott, 1996; pp.66-79)
 - Henry Fayol: General Principles of Management
 - (Shafritz & Ott, 1996; pp.52-65)
 - Max Weber: Bureaucracy
 - (Shafritz & Ott, 1996; pp.80-85)
3. Organizational Behaviour Theories

Chapter 3. Intermediate perspectives in the study of organizations

1. Introduction
 - (Class notes)
2. The System Approach
 - (Class notes + Shafritz & Ott, 1996; pp.101-111)
3. The neoclassic theory
 - (Class notes)
4. Contingency Approach
 - (Class notes)
5. Decision making Theory

- (Class notes + Shafritz & Ott, 1996; pp.359-374)

PART TWO: ORGANIZATIONAL DESIGN

Chapter 4. The structure and design of organizations: preliminary concepts

1. Introduction
2. Coordination in five parts
3. The organization in five parts
4. The function of the organization
5. Design Parameters

Chapter 5. The job design parameters

1. Introduction
2. Job specialization
3. Behaviour formalization
4. Training and indoctrination
5. Conclusions

Chapter 6. Structure design parameters and the decision making process

1. Introduction
2. Unit grouping
3. Unit size
4. Vertical and horizontal decentralization
5. Complexity

Chapter 7. Contingency factors: Size, age, technology and environment

1. Introduction
2. Size
3. Age
4. Technology
5. Environment

Chapters 4-7 are based on Mintzberg (1979)

CALENDER:

Midterm Exam: March 8

Final Exam: between Monday, May 15 – Friday, May 19

WEEKLY SCHEDULE		Monday	Wednesday
		1:30-2:50 4:00-5:20	1:30-2:50 4:00-5:20
WEEK 01	Jan 23 - Jan27		Presentation
WEEK 02	Jan 30-Feb 3	BL: Chapter 1	BL: Chapter 1 PDL: Activities Chapter 1
WEEK 03	Feb 6- Feb10	BL: Chapter 2	BL: Chapter 2
WEEK 04	Feb 13- Feb 17	BL: Chapter 2	PDL: Activities Chapter 2
WEEK 05	Feb 20- Feb 24	BL: Chapter 3	BL: Chapter 3
WEEK 06	Feb 27- March 3	Feb 27, NO CLASSES	BL: Chapter 3
WEEK 07	March 6- March 10	PDL: Activities Chapter 3	MID TERM-EXAM (March 8)
WEEK 08	March 13- March 17	BL: Chapter 4	BL: Chapter 4
WEEK 09	March 20- March 24	PDL: Activities Chapter 4	BL: Chapter 5
WEEK 10	March 27- March 31	BL: Chapter 5	BL: Chapter 5
WEEK 11	April 3- April 7	PDL: Activities Chapter 5	BL: Chapter 6
	April 10- April 14	HOLY WEEK	
WEEK 12	April 17- April 21	PDL: Activities Chapter 6 (computer room)	PDL: Activities Chapter 6 (computer room)
WEEK 13	April 24- April 28	PDL: Activities Chapter 7 (computer room)	PDL: Activities Chapter 7 (computer room)
	May 1- May 5	FERIA DE ABRIL	
WEEK 14	May 8- May 12	PDL: Activities Chapter 7 (computer room)	PDL: Activities Chapter 7 (computer room)
FINAL EXAMS (May 15-19)			

Holidays:

Monday, February 27 –No classes will be held