

In The Name Of the Most Almighty
Organization Theory

Location: University of Tehran, School of Management, P.A Department, Class No: 20

Time: Mondays, 10-12 P.M, (spring, 2007).

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I. Course Overview

In this course I will examine management problems associated with the concept of organization. The purpose of the course is to improve your effectiveness as an analyst or researcher on organization and its environment by introducing many frameworks from the social sciences that are useful for understanding organization processes.

A basic premise of this course is that the needs of high-level students are highly served by a liberal education rather than book-oriented approaches to studying organizations. Organizations are more complicated than most appliances and understanding what they are and how they work, have very important impact on effectiveness of every management style. Concepts that worked well in the past will not necessarily continue well in the future, and theories already helped one type of organizational management, may harm another. Thus, an effective professional education should teach you how to make good inferences about what will be correct and what will not be in particular situations, and how you can to learn from your own experiences as well as those of others. Then, your job is to take the concepts you have learned in class and think about how they apply to your own organizational researches and developing your hypothesis about organizations.

II. Course Objectives

Like every advanced course that I teach, the general objectives for students are as follow:

- a) To develop the ability to interact with and process the information with a high degree of sophistication;
- b) To develop effective team skills;
- c) To gain effective written and oral communication skills;
- d) To develop the ability to learn independently;

e) To make continuous improvement during the course.

At the end of this course students should be able to:

- a) To weight the relevance of O.T.¹ in management practice;
- b) To identify and explore organizational factors, including organizing, structuring, institutionalizing, imagination, apprising, evaluating, diversity, and system, which may influence organizational processes;
- c) To point out and discuss how certain organizational theories develop;
- d) To learn how you can theories your experiences and observations about organizations;
- e) To apply research methods and methodological skills to analysis organization processes and designing a better type of organization.
- f) To identify organizational processes that may favorably influence the structure of social systems.
- g) To understand the nature, scope and historical literature of O.T.;
- h) To understand the variety of academic disciplines that have contributed to the theories and practices of O.T.;
- i) To see, understand and appreciate theories, facts, events, issues, problems, and alternative solutions from more than a single perspective in relation of O.T.

III. Required Text:

1. Scott, W. Richard & Gerald F. Davis, 2007. **Organization and Organizing: Rational, Natural, Open system perspectives**, Pearson Education.

IV Further Readings:

Books:

1. Morgan, Gareth. 2006. **Images of Organization**. Updated edition, Sage.
2. Hatch, Mary Jo. & Onn L. Cunliffe, 2006, **Organization Theory: Modern, Symbolic and postmodern perspectives**. Oxford University Press.
3. Mintzberg, Henry, 1989, **Mintzberg on Management: Inside Our Strange World of Organizations**, Free Press.

Articles:

1. Hatch, Mary Jo & Schultz, Majken, 1997, "Relations between organizational culture, Identity and image", **European Journal of Marketing, Vol. 31 No. 5/6**: 356-365.
2. Hatch, Mary Jo, 2002, "Essai: Doing Time in Organization Theory", **Organization Studies, Vol. 23 No.6**: 869-875.

¹ Organization Theory

3. Hatch, Mary Jo, 1998, "Jazz as a Metaphor for Organizing in the 21st Century", *the Vancouver Academy of Management Jazz Symposium, Organization Science* 9, No 5, September-October.
4. Morgan, Gareth, 1981, "the schismatic Metaphor and its implication for organizational analysis", *Organizational studies, Vol. 2, Ndl* : 23-44.
5. Hatch, Mary Jo, 1993, "the dynamics of organizational culture", *Academy of management Review, Vol. 18, No .4*: 657-693.
6. Hatch, Mary Jo & Jones O. Michael, 1997, "Photocopylore at work: Aesthetics, Collective Creativity & Social Construction of Organizations", *Studies in Culture, Organization & Society, Vol. 3*: 263-287.
7. Fredrickson H. George, 2000, "Can Bureaucracy Be Beautiful?" *Public Adm. Review Jan. /Feb., Vol. 60, Ndl* .
8. Maravelias Christian, 2003, "Post-Bureaucracy-Control through professional freedom", *Journal of Organizational Change Management, Vol. 16, No 5*.
9. McKenzie D. Kenneth & Robert House, 1978, "Paradigms Development in Social Science: A proposed research strategy", *Academy of Management Review*.
10. Morgan Gareth, 1980, "Paradigms, Metaphors & Puzzle in organization theory", *Administrative Science Quarterly*.
11. Hassard, John, 1999, "Post-modernism philosophy & Management: Concepts & Controversies", *International Journal of Management Review, Blackwell Publisher Ltd.:172-195*.
12. Scott William, "Organization Theory: a Reassessment", *Academy of Management Review, Vol. 17, No 2:242-254*.
13. Gioie, A. Dennis, & Evelyn Pitre, 1990, "Multi-Paradigm Perspective on theory building ", *Academy of Management Review, Vol. 15, No. 4:584-602*.
14. Deets Stanely, 1996, "Describing Differences in approaches to organization science; Rethinking Burrell & Morgan & their legacy", *Organization Science, Vol. 7, No. 2*.
15. Gibson Burrell, 1994, "Modern & Postmodern organization analysis 4: the contribution of Jurgen Habermass", *Organization Science, Vol. 15, No. 1:1-45*.
16. Cooper Robert & Gibson Burrell, 1988, "Modern & Postmodern organization analysis 4: An Introduction", *Organization Science, Vol. 9, No. 1:91-112*.
17. Henry Nicholas, 1975, "Paradigms of Public Administration", *Public Administrative Review*.

V. Procedures and Expectations

1. We expect students to complete assigned readings on time and show up in the class prepared to discuss them. Participation in class discussions is encouraged and expected. Students are encouraged to speak out in class to ask questions and express ideas and opinions. Except under unusual circumstances, assignment grades will be reduced if they are not handed over on time. Assignments are due at the beginning of class on the date indicated. Any assignment turned in after this time is considered late. Late assignments will receive a 50 percent reduction in points awarded.
2. Classroom Etiquette: While we disagree with other's ideas, we should respect to them and appreciate our common bond of human dignity. In order to have a positive and safe learning environment, we as a class will have to agree to disagree at times. Some of us may have strong feelings and/or reactions to class materials, readings, etc. Expressing these reactions is encouraged as long as this is done in a respectful manner. Hostile and/or disrespectful behavior is not allowed. In addition, we must be watchful not to take up too much "airtime" and allow for everyone to share. Talking a lot is generally not a good way of actively participating. Instead, carefully listening to others and clearly and concisely expressing your input is the best strategy. Remember to address each other when talking rather than directing your comments to me unless they are solely intended for me.
3. Class attendance is required throughout the semester and on-time attendance is considered mandatory. Coming to class late is a disruption to all members of the class.
4. Communication: Please come and visit me during office hours. I am waiting for you to discuss readings, lecture, grading, exams, and classroom behaviors. If you cannot come to scheduled office hours, please let me know and I will work something else out. The best way to reach me is through e-mail. I will communicate with the class through email. I expect each of you to check email on a daily basis.
5. Academic Ethics: Dishonesty and cheating of any kind will **NOT** be tolerated. Plagiarism is a particular form of dishonesty that presents the work, ideas, or words of another without attribution as if they were your own. It applies to various tasks, including assignments and papers. When doing written work it is important to cite the original author when your ideas have been developed in previously published or unpublished work.
6. Students must turn off cell phones and beepers during the class time.

7. Students should not bring guests to class unless approved by the instructor.
8. Students should not disrupt class by struggling conversations during the class time.
9. All assignments must be typed or generated by a word processor. Handwritten assignments will not be accepted.
10. Exams will be in essay format. Exam material would include lectures, in-class discussions, and assigned readings. Every effort should be made to attend class on exam day. If an emergency arises, a make-up date may be established. Note that the content of make-up exam will be substantially different than the content of the usual exam.
11. The instructor reserves the right to amend and/or change class policies and procedures.
12. The instructor shall strive to assign grades that are reasonable, accurate reflections of student performance, and fair to other students. The final grade will be allocated between these assignments as follows:

<i>Class assignment</i>	5
<i>Review Paper</i>	5
<i>Research Paper</i>	4
<i>Exam</i>	6
<i>Total</i>	20

VI Guidelines for Papers

Topics: The paper topics should be drawn from any of the O.T areas discussed in the class. You should also choose an O.T issue directly to be addressed in relative class session, but it ought to be related to the issues already discussed and analyzed.

Papers: Write-ups should be about 15 to 25 pages long (Microsoft Word, Single-spaced, Font: Zar, Font Size: 14, Line Spacing: Single, one inch margins). A good write-up would describe the issue, analyze the problems faced, and discuss previous proposals that have been made. Justify your conclusions and clearly discuss your recommendation(s). Succinctness will be rewarded. The papers will be due on exam day.

Note: It is recommended the paper topic to be chosen in tandem with your future long-term interests.

VII. Citation Style for Papers

Embed the reference in the text with the form (author last name, year: page)."....." (Scott , 2007:110).

If the same author has more than one reference in a given year appends a letter -a, b, c- to the year. (Scott, 2007a & Scott, 2007b).

You need a bibliography at the end of the paper that gives the full citation for each reference. The bibliography should be alphabetical by author last name. It takes the form:

VIII. Course Outline and Schedule

Weeks	Main Topics	Subtopics
<i>Week 1: 85/11/23</i>	<i>Subject Is Organization; The Verb Is Organizing.</i>	<i>Course Introduction, Theory Building In Organization Theory.</i>
<i>Week 2: 85/11/30</i>	<i>Organization As Rational Systems.</i>	<i>Classical Perspectives.</i>
<i>Week 3: 85/12/07</i>	<i>Organization As Natural Systems.</i>	<i>Neoclassical Perspectives.</i>
<i>Week 4: 85/12/14</i>	<i>Organization As Open Systems.</i>	<i>Contingency And System Perspectives.</i>
<i>Week 5: 85/12/21</i>	<i>Combining Perspectives Expanding Levels.</i>	<i>Images Of Organizations.</i>
<i>Week 6 86/01/19</i>	<i>Technology & Structure.</i>	<i>Organizations As Machine.</i>
<i>Week 7: 86/01/20</i>	<i>Goals, Power And Control.</i>	<i>Organizations As Instruments Of Dominance.</i>
<i>Week 8: 86/01/27</i>	<i>The Dyadic Environmental Organization.</i>	<i>Organizations As Flux And Transaction.</i>
<i>Week 9: 86/02/03</i>	<i>Organization Of Environment.</i>	<i>Organizations As Organism</i>
<i>Week 10: 86/02/10</i>	<i>Networks In And Around Organization.</i>	<i>Organizations As Political Systems.</i>
<i>Week 11: 86/02/24</i>	<i>Strategy, Structure, And Performance: The Sociology Of Organizational Strategy.</i>	<i>Organizations As Culture.</i>
<i>Week 12: 86/02/31</i>	<i>The Rise And Transformation Of Corporate Form.</i>	<i>Organizations As Brain</i>
<i>Week 13: 86/03/07</i>	<i>Changing Contours Of Organizations And Organizational Theories.</i>	<i>Organizations As Psychic Prison.</i>
<i>Week 14: 86/03/21</i>	<i>Paradigms of organization theory.</i>	<i>Organizations As collage.</i>
<i>Week 15: 86/03/28</i>	<i>Theory building in organization theory.</i>	<i>Future of organization theory.</i>

For a journal article:

Author last name, first name .year. "Article Title," **Journal Name**. Vol. No. Pages.

Example:

Gholipour, A. 1381. "The Sociology of Public Administration," *Management Knowledge*.15/57:51-70.

For a book:

Author last name, first name .year. **Book Title** .Publishing City: Publisher.

Example:

Hatch, Mary Jo. 2006. *Organization Theory: Modern, Symbolic and postmodern perspectives*. Oxford.

For material in an edited book:

Author last name, first name .year of edited book publication. "Chapter Title," Pages. In Author(s) of edited volume, ed. **Title of Book** .Publishing City: Publisher.

Example:

Scott, Richard W .1991. "Institutions," 97 – 111. In Powell, W.W. & DiMaggio, P.J. *The New Institutionalism in Organizational Analysis*. Chicago: University of Chicago Press.

IX Suggested Topics for Research Papers:

Language of Organization, Cross-Cultural Management, Diversity, Dysfunctional Organizations, Technology, Size, Power and Control, Culture, Goals and Strategies, Environment, Social Systems Impacts, Management in Practice, Socio-technical Systems: The Impact of Changing Attitudes toward organizations, Entrepreneurship, Entrepreneurship in Public and Private Sectors, Entrepreneurship in Commercial and Industrial issues.

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X. Suggested Journals for Papers:

ACADEMY OF MANAGEMENT EXECUTIVE	JOURNAL OF APPLIED PSYCHOLOGY
ACADEMY OF MANAGEMENT JOURNAL	JOURNAL OF BEHAVIOR THERAPY AND EXPERIMENTAL PSYCHIATRY
ACADEMY OF MANAGEMENT REVIEW	JOURNAL OF BUSINESS AND PSYCHOLOGY
ADMINISTRATION AND SOCIETY	JOURNAL OF BUSINESS AND TECHNICAL COMMUNICATION
ADMINISTRATIVE MANAGEMENT	JOURNAL OF BUSINESS ETHICS
ADMINISTRATIVE SCIENCE QUARTERLY	JOURNAL OF MANAGEMENT
AMERICAN REVIEW OF PUBLIC ADMINISTRATION	JOURNAL OF MANAGEMENT IN ENGINEERING
AUSTRALIAN JOURNAL OF PUBLIC ADMINISTRATION	JOURNAL OF MANAGEMENT INQUIRY
BEHAVIOR AND PHILOSOPHY	JOURNAL OF MANAGEMENT STUDIES
BEHAVIOR MODIFICATION	JOURNAL OF MARKETING COMMUNICATIONS
BEHAVIOR THERAPY	JOURNAL OF MARKETING RESEARCH
BEHAVIORAL SCIENCE	JOURNAL OF ORGANIZATIONAL BEHAVIOR
BRITISH JOURNAL OF MANAGEMENT	JOURNAL OF ORGANIZATIONAL BEHAVIOR MANAGEMENT
BUSINESS COMMUNICATIONS REVIEW	JOURNAL OF PERSONALITY AND SOCIAL PSYCHOLOGY
BUSINESS ETHICS QUARTERLY	JOURNAL OF PUBLIC ADMINISTRATION RESEARCH AND THEORY
BUSINESS HISTORY	JOURNAL OF SPORT MANAGEMENT
BUSINESS HISTORY REVIEW	JOURNAL OF STRATEGIC STUDIES
BUSINESS HORIZONS	JOURNAL OF VOCATIONAL BEHAVIOR
CALIFORNIA MANAGEMENT REVIEW	LEADERSHIP QUARTERLY
CANADIAN JOURNAL OF ADMINISTRATIVE SCIENCES	MANAGEMENT LEARNING
CANADIAN PUBLIC ADMINISTRATION	MANAGEMENT SCIENCE
CLINICAL LEADERSHIP & MANAGEMENT REVIEW	MIT SLOAN MANAGEMENT REVIEW
COMPUTERS IN HUMAN BEHAVIOR	ORGANIZATION STUDIES
CONFLICT MANAGEMENT AND PEACE SCIENCE	ORGANIZATIONAL BEHAVIOR AND HUMAN DECISION PROCESSES
EDUCATIONAL ADMINISTRATION QUARTERLY	ORGANIZATIONAL DYNAMICS
ENVIRONMENT AND BEHAVIOR	PERSONNEL JOURNAL
GENDER WORK AND ORGANIZATION	PERSONNEL PSYCHOLOGY
GROUP & ORGANIZATION MANAGEMENT	PSYCHOLOGICAL BULLETIN
HARVARD BUSINESS REVIEW	PSYCHOLOGY & MARKETING
HUMAN ORGANIZATION	PSYCHOLOGY PUBLIC POLICY AND LAW
HUMAN RELATIONS	PUBLIC ADMINISTRATION REVIEW
HUMAN RESOURCE MANAGEMENT	PUBLIC PERSONNEL REVIEW
HUMAN SERVICES AND MANAGEMENT	RESEARCH IN ORGANIZATIONAL BEHAVIOR
INTERNATIONAL JOURNAL OF CONFLICT MANAGEMENT	SLOAN MANAGEMENT REVIEW
INTERNATIONAL JOURNAL OF HUMAN RESOURCE MANAGEMENT	TOTAL QUALITY MANAGEMENT & BUSINESS E
INTERNATIONAL JOURNAL OF MANAGEMENT REVIEWS	
JOURNAL OF APPLIED BEHAVIORAL SCIENCE	

General Category	http://www.sagepub.com/journals.nav?level1=600&currTree=Subjects&set=2
Change Management	http://www.sagepub.com/journals.nav?level1=600&level2=630&currTree=Courses
Human Resource Development	http://www.sagepub.com/journals.nav?level1=600&level2=660&currTree=Courses
Organizational Behavior	http://www.sagepub.com/journals.nav?level1=600&level2=6F0&currTree=Courses
Organization Studiess	http://www.sagepub.com/journals.nav?level1=600&level2=6E0&currTree=Courses
Research Methods for Business & Management	http://www.sagepub.com/journals.nav?level1=600&level2=6R0&currTree=Courses
Small Business/Entrepreneurship	http://www.sagepub.com/journals.nav?level1=600&level2=6J0&currTree=Courses
Strategic Management & Business Policy	http://www.sagepub.com/journals.nav?level1=600&level2=6K0&currTree=Courses