



## BUS 358E ORGANIZATIONAL THEORY

### Ivonne Cadavid

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Office Hours: Tuesdays 12-12:30 or by appointment

### Course Information:

Spring 2023

Monday and Wednesday

9:00-10:20

### Course Description

This course will explore how to manage organizations effectively by understanding organizational theory and learn how to apply the principles of organizational design to change organizational structures. This course will enable students to develop the skills and techniques to help the firm to meet its desired goals and objectives.

### Course Goals and Methodology

The main purpose of this course is to introduce students to the world of organizational theory, design and change. The methodology of the course will be based on readings, slides summarizing key concepts and practical case studies related to each chapter.

At the conclusion of this course students will:

1. Learn and understand organizational theory and why it is important.
2. Understand the historical evolution of organizational theory and how these theories are applied today.
3. Demonstrate knowledge and ability to identify different organizational structures.
4. Identify characteristics of the various organizational theories and evaluate which could be the best fit for a firm.
5. Learn how to diagnose organizational problems and propose adequate solutions.

### Lectures & Slides based off following textbooks:

-Jones, Gareth R., "Organizational Theory, Design, and Change," Pearson, 2013, 7<sup>th</sup> edition.

-Daft, Richard L., "Organizational Theory and Design," South-Western, 2013, 11<sup>th</sup> edition.

-Mintzberg, Henry, "The Structuring of Organizations," McGill University, Prentice Hall, 1979.

-Shafritz, Jay M. & Ott, Steven J., "Classics of Organizational Theory," Wadsworth Pub Co., 1995, 4<sup>th</sup> Edition.

## Course Requirements and Grading:

|                        |     |
|------------------------|-----|
| Midterm Exam           | 20% |
| Final Exam             | 30% |
| News Write-ups         | 20% |
| Quizzes                | 15% |
| In-class participation | 15% |

Midterm and Final Exam: The midterm covers chapters 1-3 and the final exam covers chapters 4-7. **Please note that exam dates will not be changed under any circumstances.**

News Write-ups: (10 pts each) Each student must post **4** News Write-ups on Blackboard **BEFORE** class on the scheduled dates. Write ups are short summaries of current events related to the topics we are learning in class used for class discussion. Students are required to submit (about 500 words double spaced, 12 pt font, Times New Roman). It should include:

- 1) A clear and concise description of the event or the news. (about 150 words)
- 2) Its connection to a specific topic of the course (about 150 words)
- 3) How can others benefit and learn from it? Lessons learned? (about 200 words)
- 4) Provide the source of the article and/or internet link.

**DUE DATES:** 2/6, 2/22, 3/22 and 04/12

**Please note that late submission is not accepted.**

Quizzes: (10pts each) Quick 10 question survey at the beginning of class to ensure students are staying on track.

**In-class participation:** I evaluate your active attention and valid input during lectures, in-class discussion, group activities, etc. I expect you to be respectful of your classmates by arriving on-time and avoiding internet and/or cell phone use during class. Below is a detailed rubric of how I will evaluate your participation:

| CRITERIA                  | 25   | 20  | 15  | 10   |
|---------------------------|--|---|---|--|
| Level Engagement In-class | Student proactively contributes to class by offering ideas and/or asks questions <b>more than once</b> per class and/or works consistently on group project the entire time. | Student proactively contributes to class by offering ideas and/or asks questions <b>once</b> per class and/or works on group project for most of the allotted time. | Student <b>rarely</b> contributes to class by offering ideas and asking questions and/or works on group project only some of the allotted time. | Student <b>never</b> contributes to class by offering ideas and asking questions and/or has trouble staying on task during group project time. |
| Listening Skills          | Student listens when others talk, both in groups and in class. Student <b>incorporates or builds off</b> of the ideas of others.   | Students <b>listens</b> when others talk, both in groups and in class.  | Student <b>does not</b> listen when other talk, both in groups and in class.  | Student <b>does not</b> listen and ignores when others talk, both in groups and in class.  |

|             |   |   |   |   |
|-------------|---|---|---|---|
| Behavior    | Student <b>almost never</b> displays disruptive behavior during class.                            | Student <b>rarely</b> displays disruptive behavior during class.                            | Student <b>occasionally</b> displays disruptive behavior during class.                    | Student <b>almost always</b> displays disruptive behavior during class.             |
| Preparation | Student is <b>almost always</b> prepared for class with assignments and required class materials. | Student is <b>usually</b> prepared for class with assignments and required class materials. | Student is <b>rarely</b> prepared for class with assignment and required class materials. | Student is <b>never</b> prepared for class with assignments and required materials. |

### General Course Policies

Each student is expected to be familiar with the course syllabus. Students are expected to focus their full attention on the class, arrive on time, and stay until the class ends. Leaving the classroom on repeated occasions when class is in session is disturbing both to your professor and your classmates and may adversely affect your participation grade. Please make use of the 10- minute breaks in between classes to fill up your water bottle, use the restroom, etc.

Students are expected to listen and respect other points of view. Phone calls, social media, email or internet browsing at any time during class are not acceptable except for specific class-related activity expressly approved by your instructor. You are responsible for any and all course material covered in class, announcements, quizzes and case studies, if you are not present for any reason.

Students will be held responsible to be up to date by attending class regularly and checking both email and the Blackboard site of the course frequently (monitor your email and Blackboard announcements at least once every 24 hours).

Communicating with instructor: Please allow **at least 48 hours** for your instructor to respond to your emails. The weekend is not included in this timeframe. If you have any urgent request or question for your professor, be sure to send it during the week.

### Attendance and Punctuality

Attendance is mandatory at all classes. As we understand that you might fall ill or be unable to come to class (e.g. due to a religious holiday, a flight delay, a family wedding/reunion, a graduation, a job interview, etc.) at some point during the semester, you are allowed up to **4 absences**. You will be responsible for the material covered and any work missed. You will not need to justify your absences (up to 4) in any way unless you miss an exam, a presentation, a quiz, etc. In this case, you must present a doctor's note (signed, stamped and dated) to be able to reschedule the exam, etc. It will still count as an absence but you will be allowed to retake the exam, etc. We don't encourage you to use all 4 days unless you really need them as your participation grade may suffer if you

are not in class. If used unwisely and you get sick last in the semester, the following penalties will apply:

- On your 5<sup>th</sup> absence, 1 point will be taken off your final Spanish grade.
- On your 6<sup>th</sup> absence, 3 points will be taken off your final Spanish grade.
- On your 7<sup>th</sup> absence, automatic fail.

For classes that meet once a week, each absence counts as two. For classes that meet daily, the penalties outlined above apply if you go over 8 absences (9<sup>th</sup> absence=5<sup>th</sup> absence above). Exams missed due to an excused absence must be made up within a week of returning to classes. Talk to your professor immediately after your return.

Punctuality is required. Being late will be penalized by 0.5 (over 15 mins.) or 1 absence (over 30 mins.)

### **COVID-19**

Regarding any changes related to the COVID-19 pandemic, the procedure to follow will be in accordance with the current legislation in the region of Andalusia, Spain.

### **Academic Honesty**

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. The International Center may also report this to your home university. Avoid plagiarism by citing sources properly, using footnotes and a bibliography, and not cutting and pasting information from various websites when writing assignments.

### **Learning accommodations**

If you require special accommodations, or have any other special medical condition you deem may affect your class performance, you must stop by the International Center to speak to the Faculty Coordinator, **Marta Carrillo Orozo** (mcaroro@acu.upo.es) to either turn in your documentation or to confirm that our office has received it. The deadline is **Monday, February 6th**. The Faculty Coordinator will explain the options available to you.

### **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.

**COURSE CONTENT:**

- Chapter 1.** Introduction to Organizational Theory (Jones)  
 What is an organization?  
 Importance of organizations  
 How does an organization create value?  
 Dimensions of organization design
- Chapter 2.** Initial Perspectives of Organizational Theory (Daft)  
 Introduction  
 Classical Theories  
 1) Frederick Taylor: The Principles of the Scientific Method  
 2) Max Weber: Bureaucracy  
 3) Henry Fayol: General Principles of Management  
 Conclusions
- Chapter 3.** Intermediate Perspectives of Organizational Theory (Daft)  
 Introduction  
 Systems Approach  
 Neoclassical Theory  
 Contingency Approach  
 Decision Making Theory
- Chapter 4.** The Structure and Design of Organizations (Mintzberg)  
 Introduction  
 Coordination in five parts  
 The organization in five parts  
 The function of the organization  
 Design Parameters
- Chapter 5.** Basic Challenges of Organizational Design (Jones, Ch.4)  
 Differentiation  
 Balancing Differentiation and Integration  
 Balancing Centralization vs. Decentralization  
 Balancing Standardization and Mutual Adjustment  
 Mechanistic and Organic Organizational Structures
- Chapter 6.** Designing Organizational Structure (Jones, Ch. 6)  
 Functional Structure  
 Divisional Structure  
 Product Structure  
 Product Division Structure  
 Geographic Structure  
 Market Structure  
 Matrix Structure
- Chapter 7.** Org. Design & Strategy in a Changing Global Environment (Jones, Ch. 8)  
 Strategy and the Environment  
 Functional Level Strategy  
 Business Level Strategy  
 Corporate Level Strategy  
 Implementing Strategy Across Countries

**COURSE SCHEDULE**

| <b>MONDAY</b> |  | <b>WEDNESDAY</b> |   |
|---------------|--|------------------|---|
|               |  | 01/25            | Course Presentation   |
| 01/30         | Chapter 1  | 02/01            | Chapter 1/ <b>Quiz Ch1</b><br>Practical Application                         |
| 02/06         | <b>News Writeup 1 Due/</b><br>Chapter 2              | 02/08            | Chapter 2   |
| 02/13         | Chapter 2/ <b>Quiz Ch 2</b><br>Practical Application | 02/15            | Chapter 3   |
| 02/20         | Chapter 3  | 02/22            | <b>Quiz Chapter 3</b><br><b>News Writeup 2 Due</b><br>Practical Application |
| 02/27         | News Writeup Discussions                             | 03/01            | Review for midterm  |
| 03/06         | <b>MIDTERM EXAM</b>                                  | 03/08            | <b>Midterm Corrections</b>  |
| 03/13         | Chapter 4  | 03/15            | Chapter 4   |
| 03/20         | <b>Quiz Chapter 4</b><br>Practical Application       | 03/22            | Chapter 5<br><b>News Writeup 3 Due</b>                                      |
| 03/27         | Chapter 5  | 03/29            | Chapter 5/ <b>Quiz Chapter 5</b>  |
| 04/03         | <b>SPRING BREAK</b>                                  | 04/05            | <b>SPRING BREAK</b>   |
| 04/10         | Ch 5 Practical Application                           | 04/12            | <b>News Write up 4 Due/Ch. 6</b>  |
| 04/17         | Chapter 6  | 04/19            | Chapter 6   |
| 04/24         | <b>FERIA HOLIDAY</b>                                 | 04/26            | <b>FERIA HOLIDAY</b>  |
| 05/01         | <b>LABOR DAY HOLIDAY</b>                             | 05/03            | <b>Quiz Chapter 6</b><br>Practical Application<br>Chapter 7                 |
| 05/08         | Chapter 7  | 05/10            | Review for Final Exam   |

**IMPORTANT REMINDERS:**

Last day of Add/Drop: **Monday, January 30<sup>th</sup>**

Last day to submit Learning Accommodation: **Monday, February 6<sup>th</sup>**

Midterm Exams: **March 6<sup>th</sup>- March 16<sup>th</sup>**

Last day to Withdraw: **Friday, March 17<sup>th</sup>**

Last day of classes: **Wednesday, May 10<sup>th</sup>**

Final Exams: **Friday, May 12<sup>th</sup>- Wednesday, May 17<sup>th</sup>**