

Organization Theory

Business Administration 374

Section: D100

Term: 2006 Spring

Instructor: Dr. Mark Frein

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Discussion Topics: Course Objectives:

Organizations are a pervasive feature of contemporary society. We are exposed to them so much that we often take them for granted and do not fully appreciate some of their characteristics, the patterns among them, or the differences between them.

BUS 272 "Behaviour in Organizations" introduced you to Organizational Behaviour at the "micro" level - what goes on within/between individuals and groups inside organizations, using something of a psychological basis.

This course focuses on organizations at the "macro" level - as social entities and how they relate to their environments. It has more of a sociological foundation. We will look at what makes organizations unique, as well as examining the effects of an organization's technologies, size, strategies, structure, culture and processes on its behaviour and effectiveness.

As a result of taking this course, you will be better equipped to understand why different organizations behave the way they do. You will be more able to work with (and provide leadership to) organizational structures and processes to make them more effective.

Course Organization:

The course is organized around a weekly three hour lecture; but we will make time during the lectures for other activities including group discussion. Topics covered include organizational environments, strategy goals, technology, structure and design, organizational culture, power and politics, and organizational learning and change.

Copies of Power Point lecture slides and the schedule of readings are available via a class website. There will be a lecture the first day of class.

Grading: 40% Final Exam

30% In-class quizzes (3 at 10% each)

30% Organizational Analysis paper

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100%

Required Texts: Daft, Richard Organizational Theory and Design, Thomson South Western; 8th edition

Recommended Texts:

Materials/Supplies:

Prerequisite/Corequisite: Prerequisites:

BUS 272 (or BUS 372); 60 credit hours.

Notes: Notes on Assignments

The final exam will be a closed-book examination with multiple choice and essay-answer style questions. It will test your ability to synthesize readings from the text, lectures, and case analyses and apply them to open-ended questions as well as your basic comprehension of concepts.

The in-class quizzes will test your comprehension and recall of critical concepts introduced in the text. If you do the reading assigned and attend the lectures and review your notes prior to the quizzes, the quizzes should not pose much of a problem for you.

The Organizational Analysis paper is an opportunity for you to apply organizational theory concepts to actual organizations. It will be a paper of approximately 10-20 pp. in length in which you study an organization, report on its structural characteristics, and comment on problems or issues in the organization that are related to organizational structure. Frameworks for the analysis will be introduced in class but it is expected that students will conduct additional literature reviews and informal primary research for this paper.

Grades in the course will follow a curve - in other words, your performance in the course depends on how well other students in the course perform.

Assigned Reading:

Jan 4 Introduction to Organizational Theoryî Daft, Chapter 1

Jan 11 The Purpose of Organizationsî Daft, Chapter 2

Jan 18 Fundamentals of Organization Structureî Daft, Chapter 3

Jan 25 Resource Dependencyî Daft, Chapter 4 [Quiz 1]

Feb 1 Organizational Ecologiesî Daft, Chapter 5

Feb 8 International Organizationî Daft, Chapter 6

Feb 15 Organizational Technologiesî Daft, Chapter 7 & 8

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Feb 22 Organizational Life-cyclesî Daft, Chapter 9 [Quiz 2]

Mar 1 Culture & Valuesî Daft, Chapter 10

Mar 8 Innovation, Change, & Learningî Daft, Chapter 11

Mar 15 Decision-makingî Daft, Chapter 12

Mar 22 Power Gamesî Daft, Chapter 13 [Quiz 3]

Mar 29 Wrap -up

Instructor Bio

Mark is a University Research Associate and long-standing Adjunct Professor in the School of Business at Simon Fraser University. He is also a Senior Associate with the Learning Strategies Group at SFU - the corporate education wing of the business school. He spends most of his time and effort working directly with organizations on improving people practices. His teaching and research interests include Organizational Theory, Organizational Learning, and he is currently a research fellow with an SFU group studying managerial decision-making. Mark holds a Ph.D. and M.A. from UBC.

Mark's office is downtown at the new graduate school of business building (500 Granville). He is happy, however, to set up times to meet on Burnaby campus.

This outline is derived from a course outline repository database that was maintained by SFU Student Services and the University's IT Services Department. The database was retired in 2014 and the data migrated to SFU Archives in 2015.