Introduction to Organization Theory and Practice  
LOC 211  
Spring 2004

Instructor:
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Email: tcramer@northwestern.edu

Class Location/Time:
Annenberg 303, Thursday 6:30 – 9:30pm

Office Hours:
By appointment

Required Texts:
3. Course Packet (available in the Office of Student Affairs - Annenberg Hall 122. Purchase packet with cash or check)

Course Overview:
Introduction to Organization Theory and Practice is an introductory course taught within the context of the School of Education and Social Policy as part of its Learning and Organizational Change (LOC) concentration. A basic premise of the course is that a fundamental process for improving people’s lives and the institutions in which they live and work is the creation and sharing of knowledge. Learning is mediated by the context in which it occurs. This course pays special attention to organizations as a context and analyzes this context through different lenses of organizational theory. Throughout the course students will learn multiple frameworks for observing and analyzing organizations. Using these frameworks, the course will provide students with social science tools needed to analyze organizational problems and influence the actions of individuals, groups and organizations. Students will begin to understand how to best organize and motivate the human capital of the firm, manage social networks and alliances, and execute strategic change. This will be accomplished through a knowledge of competitive decision-making, reward system design, team building, strategic negotiation, political dynamics and corporate culture.
Course Objectives:
1. You will understand more about the nature of complex organizations by using different theoretical frameworks for analyzing organizational issues and scenarios.
2. You will increase your ability to think about and use theories as tools for analysis.
3. You will deepen your understanding of the role of knowledge in organizations.
4. You will demonstrate your skill in recognizing organizational issues by assessing organizational effectiveness as well as making recommendations to improve it.

Assignments and Grading:
Your final grade is composed of:
1. Course Contribution 15%
2. Individual Papers (Journal Assignments) 10%
3. Case Analysis 10%
4. Exam 30%
5. Team Project (Paper and Presentation) 35%

Course Contribution (15%)
I. Individual Participation: All class sessions involve active discussion based on the readings and cases, with an emphasis both on theoretical questions and practical implications. You should be prepared to share your ideas and to listen and interpret the issues presented by others.

   Quality discussion comments possess one or more of the following attributes:
   • Offer a relevant perspective on the issue
   • Provide careful analysis
   • Apply the theory and concepts offered in the reading and lectures
   • Move the discussion forward by building on previous contributions with new insights

   Regular participation in discussions and class exercises is expected. If you must miss a class, it is essential that you notify me at least 24 hours in advance so that I can make arrangements for any in-class exercises and so that you can be certain to get the materials that will be distributed during class.

II. Group Participation: Your contribution to the course reflects not only what you do in the class on Thursdays, but also the work you do outside of class preparing for the team project. You will have the opportunity to evaluate the work completed by your Learning Group teammates on the Team Project paper and presentation. See the evaluation form at the end of the syllabus for the specific criteria on which you will evaluate each other. These evaluations will be factored into your course contribution grade.

III. Outside Class Assignments: Several assignments will be distributed throughout the quarter that must be completed outside of class. Successful completion of these projects will be factored into your course contribution grade.
**Individual Paper (10%)**
The purpose of the journal is to encourage you to reflect on the course readings, and to analyze what you have learned from these materials. Your task in these entries is to describe your reactions, perceptions, and significant insights gained from the readings. The journal entry should not be a summary of everything that you read in the textbooks. Rather, the journal entries should focus on issues such as:

A. What did you learn about organizations from the readings and lectures?
B. What did you learn about the behavior of individuals within an organization from the readings and lectures?
C. How do the concepts presented in the readings and lectures enrich your understanding of the ways in which organizations and the people working in them function?
D. How can you apply the concepts that you have learned about in the readings to an organization where you have worked in the past?
E. How will the concepts that you learned about effect the way that you will behave in future work environments?

The journal entry should be about 2 pages in length, (double-spaced, Times New Roman, 12-point font). The attached course schedule lists four journal assignments. You must turn in one of the four assigned journal entries.

**Case Study (10%)**
The purpose of the case study is to encourage you to analyze an organization using the theoretical frameworks that we have discussed in class. You will also be asked to the concepts that you have read about in the course readings. More details about the assignment will be distributed in class on April 29th.

**Exam (30%)**
The exam will be a closed-book exam that will consist of a series of multiple choice, short answer, and essay questions. The exam will be given in class on May 27th.

**Team Project (35%)**
Detailed information about this assignment will be distributed in class on April 8th. An outline of the project is due on April 29th. The 10-12 page analysis is due in class on June 3rd. In addition, on June 3rd each Learning Group will make a 10–15 minute presentation of their findings and analysis.
Accommodations for students with disabilities
In compliance with Section 504 of the 1973 Rehabilitation Act and the Americans with Disabilities Act, Northwestern University is committed to providing equal access to all programming. Students with disabilities seeking accommodations are encouraged to contact the office of Services for Students with Disabilities (SSD) at 467-5530 or ssd@northwestern.edu. SSD is located in the basement of Scott Hall. SSD also has an excellent web-site which is viewable at: http://www.stuaff.northwestern.edu/ssd/

Academic Integrity
Northwestern students are expected to comply with the policies found in the booklet Academic Integrity at Northwestern. A copy of this booklet is found in section four of the SESP handbook or on-line at http://www.northwestern.edu/uacc/. Infractions may result in a grade of ‘F’ and/or probation or dismissal from the university.
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<thead>
<tr>
<th>DATE</th>
<th>TOPIC</th>
<th>Readings</th>
<th>Assignments (Distributed)</th>
<th>Assignments (Due Today)</th>
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<tbody>
<tr>
<td>Thursday</td>
<td>Introduction • What is theory? • Frameworks • Farmer Exercise</td>
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<td>Learning Team Worksheet</td>
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<td>April 1</td>
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| Thursday   | Managing Groups & Teams • “Wilderness Survival” Team Exercise                      | 1. *B&D – Chapters 1 and 2  
2. *C.P. – The Basics of Teamwork  
3. C.P. – Conflict: An important dimension in successful teams | 1. Team Project and Prospectus  
2. Team Contract  
3. Shared Activity                             |                         |
| April 8    |                                            |                                                                              |                                                                                          |                         |
| Thursday   | Knowledge/Learning in Organizations • Film “The Stanford Prison Experiment”         | 1. C.P. - Sutton & Staw  
2. *D&P – Intro and Chapter 1  
3. C.P. - Building a Learning Organization |                                                                                          |                         |
| April 15   |                                            |                                                                              |                                                                                          |                         |
| Thursday   | The Structural Frame • Congruence Model • People Express Case • WIS Exercise        | 1. C.P. – Competing by Design  
2. C.P. - People Express Airlines  
3. B&D – Chapters 3,4, and 5 | 1. Journal Entry #1  
(Focus on the structural frame and the congruence model. Lecture and readings from April 22nd) | Team Contract         |
<p>| April 22   |                                            |                                                                              |                                                                                          |                         |</p>
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<th>DATE</th>
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<td>Thursday April 29</td>
<td>The Human Resource Frame</td>
<td>1. B&amp;D – Chapters 6,7, and 8</td>
<td>1. Journal Entry #2</td>
<td>1. Journal Entry #1</td>
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<td>• Theory “X” and Theory “Y”</td>
<td>2. C.P. – On the folly</td>
<td>(Focus on the human resource frame Lecture and readings from April 29th.)</td>
<td>2. Shared Activity</td>
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<td>• Maslow’s Hierarchy of Needs</td>
<td>3. C.P. – More on the folly</td>
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<td>3. Team Prospectus</td>
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<td>• Case Analysis</td>
<td>5. C.P. – Excerpt from the book</td>
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<td>6. D&amp;P – Chapter 6</td>
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<td>Thursday May 6</td>
<td>The Political Frame</td>
<td>1. B&amp;D – Chapters 9, 10, and 11</td>
<td>Journal Entry #3</td>
<td>Journal Entry #2</td>
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<td>• Negotiation Exercise</td>
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<td>(Focus on the political frame Lecture and readings from May 6th.)</td>
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<td>Thursday May 13</td>
<td>The Symbolic Frame</td>
<td>1. B&amp;D – Chapters 12,13, and 14</td>
<td>Journal Entry #4</td>
<td>1. Journal Entry #3</td>
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<td>• Culture</td>
<td>2. C.P. – Corporations, Culture, and Commitment</td>
<td>(Focus on the political frame Lecture and readings from May 13th.)</td>
<td>2. Case Study</td>
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<td>Thursday May 20</td>
<td>I. Organizational Leadership &amp; Organizational Change</td>
<td>1. B&amp;D – Chapters 15, 16, 17 and 18</td>
<td>1. Film Discussion Questions</td>
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<td>II. Decision Making</td>
<td>2. C.P. – Biases by Bazerman</td>
<td>2. Award Nominations Form</td>
<td>Journal Entry #4</td>
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<td>3. C.P. – Psychological Traps</td>
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<td>4. C.P. – Leadership Article</td>
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<td>Thursday May 27</td>
<td>EXAM</td>
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<td><em>IN CLASS EXAM</em></td>
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<td>Thursday June 3</td>
<td>Team Presentations</td>
<td>1. B&amp;D – Chapters 19, 20, and 21 2. D&amp;P – Chapter 8</td>
<td>FINAL PAPERS &amp; PRESENTATION</td>
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*C.P. – Reading in Case Packet
*D&P – Reading in Davenport and Prusak
*B&D – Reading in Bolman and Deal