

Introduction to Organization Theory and Practice
LOC 211
Fall 2010

Instructor:

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Class Location/Time:

Annenberg Hall 303 / Tuesday 10:00 – 12:50

Office Hours:

Gail Berger: By appointment
Kelly Ross: By appointment

Required Texts:

1. Bolman & Deal, *Reframing Organizations*, Jossey-Bass (3rd or 4th Edition) (available at Norris)
2. Course Packet (available at Quartet Copies)

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 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. Journal Assignment | 10% |
| 3. Case Analysis | 15% |
| 4. Exam | 25% |
| 5. Team Project - Organizational Analysis | 20% |
| 6. Team Project – Presentation | 10% |
| 7. Team Project - Peer Evaluations | 5% |

Course Contribution (15 points)

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. Comments should increase everyone's understanding, and should not merely be a regurgitation of the readings.
- Provide careful analysis, and demonstrate evidence of a thorough reading and analysis of the materials.
- 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. Class participation is critical because much of the experiential work takes place during our regularly scheduled session together. **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. Students who do not provide advance notice of absences or miss multiple class sessions will be penalized with a drop in letter grade. Excused absences will have an impact on your participation grade.**

Tardiness is not acceptable and students who arrive late to class will be penalized.

II. Highlights from the Readings & Key Takeaways from the Class Session:

I will begin each class by randomly selecting at least two students to highlight the key concepts from the assigned readings for the class. Each student who is selected will be expected to briefly discuss (students must adhere to a strict 3 minute time limit) two or three key concepts that were a focus of the readings.

Moreover, the student will be expected to highlight how the concepts are relevant to the course and how they connect to theories taught previously.

At the end of every class two or more students may be randomly selected to highlight the key take-away points from the lecture.

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. These assignments include:

1. Team Contract – Due October 12th (turn in one per team)
2. Shared Activity – Due October 12th (turn in one per team)
3. Team Project Prospectus – Due October 12th (turn in one per team)
4. Stanford Prison Experiment Questions – Due October 12th
5. Learning Styles Reflection Paper – Due October 19th
6. Stand and Deliver Questions – Completed in class on November 9th

Detailed information about each of these assignments is contained in the syllabus or will be distributed in class.

Journal Assignment (10 points)

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 this entry 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 entry should focus on issues such as:

- A. **How do the concepts presented in the readings enrich your understanding of the ways in which organizations and the people working in them function?**
- B. What did you learn about organizations from the readings?
- C. What did you learn about the behavior of individuals within an organization from the readings?
- 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 not exceed 2 pages in length, (double-spaced, Times New Roman, 12-point font, in hard copy). You must turn in **one** journal entry, based on any of Bolman and Deal’s four frameworks. You should choose the framework that resonates most with you. The due date for the journal assignment depends on the framework that you choose to analyze. Due dates, and corresponding frames are listed below:

| <u>FRAME</u> | <u>JOURNAL DUE DATE</u> |
|------------------------|-------------------------|
| • Structural Frame | October 12th |
| • Human Resource Frame | October 19th |
| • Political Frame | October 26th |
| • Symbolic Frame | November 2nd |

Case Study (15 points)

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 apply the concepts that you have read about in the course readings. More details about the assignment will be distributed in class on October 19th. The assignment is due in hard copy on November 2nd. The assignment must also be submitted on Blackboard through Safe Assignment.

Exam (25 points)

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 November 16th. Many of the readings are not explicitly discussed in class, but you will be responsible for them on the exam. I will provide you with a list of exam topics to guide you in your studying.

Team Assignments:

You will work with one team on two projects, described below. Teams will be assigned and announced during class session #2. You will also have the opportunity to evaluate your teammates' performance on both of these projects.

A. Team Project - Organizational Analysis Paper (20 points)

Detailed information about this assignment will be distributed in class. An outline of the project is due on October 12th. The 10-12 page analysis is due on November 9th.

B. Team Project – Presentation (10 points)

On November 23rd, each Learning Team will make a 10-minute presentation. The presentation will consist of an analysis of a made up organization that your team will work on throughout the quarter. More details will be provided throughout the class.

C. Team Project - Peer Evaluations (5 points)

You will have the opportunity to evaluate the work completed by your Learning Group teammates on the Team Project paper and presentation.

**General expectations for written assignments:

- All assignments should be double-spaced, Times New Roman, 12-point font.
- You are expected to submit a hard copy of all assignments.
- You should use APA formatting for citations and references.
- You should not exceed the page length limits outlined in the syllabus and/or assignment description handouts.

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 <mailto: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.northwestern.edu/disability/>

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.

| Date | Topics | Readings (To be completed BEFORE class) | Assignments (Distributed) | Assignments (Due Today) |
|--|---|--|--|--|
| Class Session #1 Tuesday, Sept 21st | Introduction <ul style="list-style-type: none"> • What is theory? • The Individual in the Organization • Frameworks • Farmer Exercise | 1. Course Packet -Clegg, Kornberger and Pitsis (pps 2-4) - Scott & Davis 2. Bolman & Deal -Chapater 1 and 2 OPTIONAL (C.P.) - Sutton & Staw | 1. Self-Monitoring Scale (Distributed in class) 2. Myers Briggs Self Assessment (Link to assessment provided in class.) | Learning Team Worksheet – (To be distributed and completed in class.) |
| Class Session #2 Tuesday, Sept 28 th | Managing Groups & Teams <ul style="list-style-type: none"> • “Wilderness Survival” Team Exercise | 1. Course Packet - Thompson - Amason et al. 2 Bolman and Deal - Chapter 5 OPTIONAL(C.P.) - Katzenbach and Smith | 1. The Learning Model Instrument 2. Team Project and Prospectus 3. Team Contract 4. Shared Activity 5. People Express Case Questions | 1. Resume 2. Answer the following question on the back of your resume: “Imagine that it is November 23 rd , this was a great class because ...” |

| Date | Topics | Readings (To be completed BEFORE class) | Assignments (Distributed) | Assignments (Due Today) |
|---|---|---|---|---|
| <p>Class Session #3</p> <p>Tuesday, Oct 5</p> | <p>Knowledge/Learning in Organizations</p> <ul style="list-style-type: none"> • Film “The Stanford Prison Experiment” <p>We will watch the film in class. You will be required to answer reflection questions about the film.</p> <p><i>Your responses are due on October 12th.</i></p> | <p>1. Coursepack: -Clegg, Kornberger & Pitsis, Chapter 8 - Davenport and Prusak , Chap. 1</p> <p>2. Bolman and Deal - Chapter 19</p> <p>OPTIONAL (C.P.) - Garvin</p> | <p>1. Learning Styles Instruments #1 http://www.engr.ncsu.edu/learningstyles/ilsweb.html</p> <p>2. Learning Styles Instrument #2 – (Distributed in class) You are required to complete both instruments and write a 2-3 paragraph reflection paper that highlights how your learning style influences your work in organizations. <i>Your responses are due on October 19th.</i></p> | |
| <p>Class Session #4</p> <p>Tuesday, Oct 12</p> | <p>The Structural Frame</p> <ul style="list-style-type: none"> • Congruence Model • People Express Case • Organizational Structure Exercise | <p>1. Course Packet - Nadler & Tushman - Nadler & Tushman - People Express Airlines Case</p> <p>2. Bolman and Deal - Chapter 3, & 4</p> | | <p>1. Team Contract & Peer Evaluation Criteria</p> <p>2. Shared Activity</p> <p>3. Team Prospectus</p> <p>4. Journal Assignment (if you choose to analyze the Structural Frame)</p> <p>5. Answers to the Stanford Prison Experiment</p> |

| Date | Topics | Readings (To be completed BEFORE class) | Assignments (Distributed) | Assignments (Due Today) |
|---|---|---|--------------------------------------|---|
| <u>Class Session #5</u> Tuesday, Oct. 19 | The Human Resource Frame <ul style="list-style-type: none"> • Theory “X” and Theory “Y” • Maslow’s Hierarchy of Needs • Expectancy Theory • Case Analysis | 1. Course Packet - Kerr - Kerr 2. Bolman and Deal - Chapter 6,7, & 8 OPTIONAL (C.P.) - Collins | 1. Case Study | 1. Journal Assignment (if you choose to analyze the Human Resources Frame) 2. Reflection Paper about Learning styles |
| <u>Class Session #6</u> Tuesday, Oct. 26 | The Political Frame <ul style="list-style-type: none"> • Negotiation Exercise | 1. Bolman and Deal - Chapter 9, 10, & 11 | 1. Negotiation Exercise | 1. Journal Assignment (if you choose to analyze the Political Frame) |
| <u>Class Session #7</u> Tuesday, Nov. 2- | The Symbolic Frame <ul style="list-style-type: none"> • Culture | 1. Course Packet - O’Reilly 2. Bolman and Deal - Chapter 12, 13, & 14 | | 1. Case Study 2. Journal Assignment (if you choose to analyze the Symbolic Frame.) |

| Date | Topics | Readings (To be completed BEFORE class) | Assignments (Distributed) | Assignments (Due Today) |
|--|---|---|---|------------------------------------|
| <u>Class Session #8</u> Tuesday, Nov. 9 | I. Organizational Leadership II. Organizational Change | 1. Bolman and Deal - Chapter 15, 16, 17, 18, 20 & 21 OPTIONAL (C.P.) - Goleman - Nadler | 1. Film Discussion Questions 2. Award Nominations Form | 1. Group Paper |
| <u>Class Session #9</u> Tuesday, Nov. 16 | EXAM | | | * IN CLASS EXAM |
| <u>Class Session #10</u> Tuesday, Nov. 23 | Team Presentations | | | FINAL PRESENTATION |