



BUSI 3103 C  
INTRODUCTION TO ORGANIZATION THEORY  
FALL 2005

**Instructor:** Steven Muegge  
**Office:** DT920  
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**Class:** Wednesday – 11:35 AM – 2:25 PM – Room 3235 ME  
**Office Hours:** Fridays – 2:00 – 4:00 PM

**Texts:**

1. **B.J. Hodge, Williams, P. Anthony, Lawrence M. Gales. Organization Theory: A Strategic Approach. Sixth Edition. Pearson Prentice Hall, 2003.**
2. **James C. Collins and Jerry I. Porras. Built to Last: Successful Habits of Visionary Companies. Harper Business, 1997.**

**PREREQUISITES**

Second-year standing and BUSI 2101\* or BUSI 2702 (with a grade of C- or better). **The School of Business enforces all prerequisites.**

**PLAGIARISM**

The University's Senate defines plagiarism in the regulations on instructional offences as "to use and pass off as one's own idea or product work of another without expressly giving credit to another." Borrowing someone else's answers, unauthorized possession of tests or answers to tests, or possession of material designed to help answer exam questions, are also subject to university policy regarding instructional offences.

**PAUL MENTON CENTRE**

Students with disabilities requiring academic accommodations in this course are encouraged to contact a coordinator at the Paul Menton Centre for Students with Disabilities to complete the necessary *letters of accommodation*. After registering with the PMC, make an appointment to meet and discuss your needs with me at least two weeks prior to the first in-class test or ITV midterm exam. This is necessary in order to ensure sufficient time to make the necessary arrangements. Please note the deadline for submitting completed forms to the Paul Menton Centre for formally scheduled exam accommodations is November 7, 2005 for the FALL term.

### **For Religious Observance**

Students requesting academic accommodation on the basis of religious observance should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

### **For Pregnancy**

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a *letter of accommodation*. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

## **COURSE OBJECTIVES**

This is an introductory course in Organization Theory. It covers the basic theories and principles of the structuring of contemporary organizations in a complex, dynamic and competitive environment. It examines the effects of both the internal and external environment on managerial choices for the structuring of organizations. The course helps the students to understand the importance of organizational structure on internal organizational processes and overall effectiveness. It also helps them to understand the relationship between organization structure and the behavior of those who work for them or otherwise interact with them. Students will gain both knowledge and skills through a combination of lectures, discussions, and cases.

## **CLASS PARTICIPATION**

Contributions to the class discussions will be evaluated. What is rewarded is helping the class make progress as it tries to come to grips with a given case. It is imperative that all students sign the attendance sheet every class period. The professor will maintain a log for student participation.

### **Group Work in BUSI Courses:**

We encourage group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course.

If you have a group assignment, you may find the resources at [http://sprott.carleton.ca/academic\\_programs/groupwork.html](http://sprott.carleton.ca/academic_programs/groupwork.html) useful.

**Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.**

## **EVALUATION**

|                   |            |  |
|-------------------|------------|--|
| Assignment 1:     | 10%        | (Due in class Week 5 – October 12, 2005)   |
| Assignment 2:     | 20%        | (Due in class Week 9 – November 9, 2005)   |
| Midterm Exam      | 30%        | (Held in class, Week 6 – October 19, 2005) |
| <u>Final Exam</u> | <u>40%</u> | <u>(Scheduled University Exam)</u>         |
| TOTAL             | 100%       |  |

To receive a final grade, a student must complete two assignments, the midterm exam, and the final exam.

Assignments must be handed in at the beginning of class at which the assignment is due. Late assignments will be penalized as follows: within the first 24 hours, 10% penalty; within 48 hours, an additional 20% penalty; after 48 hours, the assignment will not be accepted for grading. Students with medical or other legitimate reasons must contact the professor with written authoritative (e.g. doctor's note) evidence of indisposition.

## **CLASS SCHEDULE**

### **I. THE ORGANIZATION AND ITS ENVIRONMENT**

- Week 1** Sept 14: Introduction: What is Organization Theory? How does it relate to overall enterprise management?  
Read: Hodge, Anthony, Gales – Chapter 1
- Week 2** Sept. 21: - Organization and Organizational Effectiveness.  
- Organization Structure and Design  
Case Discussion – “Becoming the next General Electric”  
Read: Hodge, Anthony, Gales – Chapter 2,3
- Week 3** Sept. 28: Managing a Changing Global Environment  
Case Discussion – “Budweiser by any other name is still Budweiser”  
Read: Hodge, Anthony, Gales – Chapter 4
- Week 4** October 5: Managing the Environment  
Case Discussion – “Brand Management”  
Read: Hodge, Anthony, Gales – Chapter 5  
Built to Last – Chapters 1-3

## **II. ORGANIZATION DESIGN**

- Week 5** October 12: - Organization Technology  
- Organizational Growth, Lifecycles/ Design  
Case Discussion – “Technology and Education”  
Read: Hodge, Anthony, Gales – Chapter 6,7  
**Assignment #1 is due at the beginning of this class (Week 5, October 12)**
- Week 6** October 19: **MIDTERM EXAM.** All material covered to date.
- Week 7** October 26: Organizational Design and Strategy  
Case Discussion – “ Virtual Growth Continues to Grow Thanks to Outsourcing”.  
Read: Hodge, Anthony, Gales – Chapter 11  
Built to Last – Chapters 4-6

## **III. ORGANIZATION PROCESSES**

- Week 8** November 2: Organizational Culture  
Case Discussion – “The Americanization of Siemens”  
Read: Hodge, Anthony, Gales – Chapter 10  
Built to Last – Chapters 7-9
- Week 9** November 9: Organizational Decision Making  
Case Discussion – “Story of Katharine Graham and Rise of the Washington Post”  
Read: Hodge, Anthony, Gales – Chapter 11  
**Assignment #2 due at the beginning of this class (Week 9, November 9)**
- Week 10** Nov. 16: Organization Power and Politics  
Case Discussion – “The Politics of Education”  
Read: Hodge, Anthony, Gales – Chapter 12  
Finish Built to Last
- Week 11** Nov. 23: Organizational Change  
Case Discussion – “Saving the Family Legacy at Motorola”  
Read: Hodge, Anthony, Gales – Chapter 13
- Week 12** November 30: Course Summary and Review