



BUSI 3103 F
INTRODUCTION TO ORGANIZATION THEORY
WINTER 2006

Instructor: Steven Muegge
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Class: Thursdays – 2:35 PM – 5:25 PM – Steacie Building Room 103
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 check with the Paul Menton Centre regarding paperwork deadlines for formally scheduled exam accommodations for the Winter 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 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

Class Participation:	10%	(~10 short exercises, mostly in class)
Assignment 1:	10%	(Due in class Week 5 – February 2, 2006)
Assignment 2:	10%	(Due in class Week 10 – March 16, 2006)
Midterm Exam	30%	(Held in class, Week 6 – February 9 2006)
Final Exam	40%	(Scheduled University Exam)
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

Week 1 January 5	Course Introduction <ul style="list-style-type: none">• What is organization theory?• Why is organization theory useful to managers? <p>Chapter 1: Organization Theory and the Manager Video and case discussion: <i>KnitMedia Introduction: The Founding of KnitMedia</i></p>
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Week 2 January 12	Structure, Design, Goals, and Effectiveness <ul style="list-style-type: none"> • What are the building blocks of organizations? • What are organizational goals and where do they come from? <p>Chapter 2: Structure and Design – Basic Organizational Building Blocks Chapter 3: Organizational Goals and Effectiveness Video and case discussion: <i>KnitMedia Part 1: The Organization</i></p>
Week 3 January 19	The Environment <ul style="list-style-type: none"> • What is the global environment for organizations? • What aspects of the environment are most important? <p>Chapter 4: The Global Environment for Organizations Case Discussion: Is Budweiser by any other name still a Budweiser? - text pp. 106-107 - http://www.brandchannel.com/start.asp?id=191 - http://www.czechvar.com/ - http://www.anheuser-busch.com/ Video: <i>Visionary Companies</i> (with Jerry Porras)</p>
Week 4 January 26	Managing the Environment <ul style="list-style-type: none"> • How do organizations learn about, adapt to, and change their environments? <p>Chapter 5: Managing the Environment <i>Built to Last</i> chapters 1-5 Video and case discussion: <i>KnitMedia Part 2: The Organizational Environment</i></p>
Week 5 February 2	Organizational Technology; Organizational Growth <ul style="list-style-type: none"> • How is technology related to organizational structure? • How do organizations grow and change over time? <p>Chapter 6: Organizational Technology Chapter 7: Organizational Size, Growth, and Life Cycles Video and case discussion: <i>KnitMedia Part 3: The Technological Environment</i> Assignment 1 is due at the beginning of class.</p>
Week 6 February 9	Midterm Exam Written in class; covers all material from weeks 1-5.
Week 7 February 16	Design, Governance, and Control <ul style="list-style-type: none"> • What are organizational designs? • How do we select a design appropriate to an organizational context? • What are agency costs and transaction costs, and what do they have to do with organizations? <p>Chapter 8: Patterns of Strategic Organizational Design Chapter 9: Organizational Governance and Control Video and case discussion: <i>KnitMedia Part 4: Managing Org. Process</i></p>
Winter break: February 20-24	

Week 8 March 2	Culture <ul style="list-style-type: none"> • What is organizational culture and why is it important? • How can organizational cultures be managed and changed? <p>Chapter 10: Organizational Culture <i>Built to Last</i>, chapters 6 – 8. <i>Participative learning exercise</i></p>
Week 9 March 9	Information and Decision Making <ul style="list-style-type: none"> • What is information and what are the attributes that make it valuable? • How do organizations use information to make decisions? <p>Chapter 11: Information and Organizational Decision Making Case Discussion: Trusting Your Instincts – The Story of Katharine Graham and Rise of the Washington Post. - text pp. 299-300 - http://www.washpostco.com/history-kgraham.htm - http://news.bbc.co.uk/1/hi/world/americas/1443672.stm Video: <i>Creating the Future</i> (Gary Hamel)</p>
Week 10 March 16	Power and Politics <ul style="list-style-type: none"> • How do organizations <i>actually</i> behave? <p>Chapter 12: Power and Politics: Organizations as Political Entities <i>Built to Last</i>, chapters 9 – 11. Video: <i>Managing with Power</i> (Jeffrey Pfeffer) Assignment 2 is due at the beginning of class.</p>
Week 11 March 23	Change <ul style="list-style-type: none"> • How do organizations change? <p>Chapter 13: Innovation, Strategic Change, and Organizational Learning Video: <i>Reengineering the Corporation</i> (James Champy) Video: <i>Big Company Restructuring</i> (Henry Mintzberg) Case Discussion: Saving the Family Legacy at Motorola. - text pp. 350-351 - http://www.motorola.com/ - <i>Built to Last</i></p>
Week 12 March 30	Review and wrap-up