

Organizational Theory

Undergraduate course

Syllabus

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Course Description

During this one semester course, key theories regarding organizations will be discussed. The main goal of the class is to **get students to have a comprehensive understanding of what organizations are and how they work**. The formal and informal functions of organizations, organization structure, types of organizations, organizational culture and leadership and issues relating to performance will be discussed and debated. The way work should be organized, the internal environment of organizations, how power relations impact organization functioning and how the organization can adapt to the external environment are also topics that will be covered by the course.

Throughout the semester, participants will have different individual and team tasks that aim to assess the level of understanding of these concepts and the capacity to use them in cvasireal situations.

At the end of the course participants should be able to have a *critical and reasoned discourse regarding organizational theory and understand the essentials of "organizational life"*

Course Objectives

The main objective of the course is to develop the participants capacity to use the basic paradigms, theories and concepts of organization theory and help them develop critical thought regarding the subjects discussed:

By the end of the semester, participants should:

- Have a general understanding of what an organization is, how it is constructed and how it functions
- Understand the specific conditions of organizations and the impact of the environment on organizational performance
- Have a general understanding of the main organization theories and research studies in the field
- Be able to work with concepts like: organization leadership, organizational culture, organizational structure, bureaucracy, motivation, organizational performance, organization environment, complex systems.
- Develop theorizing skills of analysis, synthesis and reasoning

- Have a reasoned discourse on any of the subjects discussed
- Develop as much as possible critical thinking
- Develop a set of writing and presentation skills

Textbooks and Reading Materials

Required readings for this course are contained in the following books. Besides these, special readings (articles, essays or online journals) will be given before each class depending on individual assignments for the next class.

1. Tompkins, J. R., *Organization Theory and Public Management*, Belmont, Thomson Wadsworth, 2005.
2. Bolman, L. G., Deal, T. E., *Reframing Organizations. Artistry, Choice, Leadership*, 3rd ed., San Francisco, Jossey-Bass.
3. Morgan, G., *Images of organizations*, Sage Publications, Thousand Oaks, California, 2006

Course Schedule

1. Introductory course. Presentation of course requirements and evaluation methods
2. Organizational Theory. Organizations defined.
3. Classical approach. Organizations as machines.
4. Informal organizations. Power of incentives
5. Human resource theory
6. Motivational theories
7. Organizations as open systems.
8. Written test
9. Organizational learning
10. Organizational change. Organizational development. Organizational diagnosis
11. Organizational Culture
12. Leadership
13. Working in groups and teams. Group dynamics.
14. Recap. Final presentation of group assignment

General rules regarding classes (both course and seminar)

Every week, subjects scheduled for discussion will be briefly presented by the instructor and linked to broader themes and subject that have been discussed earlier. A major portion of the class will be devoted to discussions, analysis and critique on the weekly topics based on the readings and information given previously. Accordingly, students have the responsibility to contribute to this activity both through reading the assigned materials and discussing or answering the questions raised, otherwise they will not earn activity points. Preparing for class will involve reading all weekly assignments and handing in (if given) any written assignments.

Attendance and participation is expected for the full semester. Readings and assignments given out in the class are compulsory. In order to be graded, assignments have to be turned in before the specified deadline. Late assignments will not be taken into consideration. Coming to class means coming prepared!

Grading and evaluation

The final grade for this course will be constructed as follows:

Grade	P	Observations
Final exam	4P	The final exam will be written, held in the examination period and will have open questions and a series of case studies.
Seminar	4P	<p>The grade for the seminar will be made up of</p> <ul style="list-style-type: none"> - Participation grade: 2P - Written assignment grade: 2P <p>1P - active participation will be given based on students' activity and participation at seminars. 10p=max grade This means both active participation to the seminar but also handing in written assignments during the semester.</p> <p>1P- seminar presentation. Students will choose one of the topics from the syllabus and do a short presentation in the seminar where the topic is covered. They will receive a grade for this.</p> <p>2P – final written paper, uploaded on moodle in the last seminar meeting. Requirements for the written paper are presented in detail below</p>

<p>During semester written exam</p>	<p>2P</p>	<p>The exam will take place in the 7th week, between 11 and 15 of April – either during the course or the seminar. The exact date will be set by the instructor with 2 weeks in advance. The exam is comprised of open end questions and 1 or 2 case studies.</p> <p>CANNOT BE TAKEN IN RE-EXAM SESSION</p>
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Course & Seminar policies

For each course and seminar, students will have a selected number of readings assigned. The reading assignments are compulsory for all students. The reading materials will be given at least 1 week in advance and will be on the specific topic of that week. In order to participate actively both to course and seminar all students are expected to read the materials.

The course will be organized as an open debate on the topic of that week based on the readings. Students are encouraged to contribute with questions or comments starting from the general topics of that specific class.

The seminar will focus mostly on practical activities meant to highlight and enhance understanding of the concepts discussed during the course. Students may receive small tasks before the seminar (short written assignments, preparing a presentation, doing a short research) that they will need to turn in. These will be part of the participation grade. **Attendance at the seminar is mandatory for 75% of meetings. Not fulfilling this requirement means students will not be able to participate to the final exam**

Individual paper – seminar

The purpose of this assignment is to give students the opportunity to make a firsthand research of a real organization on a subject studied in class. Each student will do an individual research on a real organization. The topic of the research needs to be in line with the course topics. Once the topic is chosen the student should develop a research design and do a case study on that particular topic in a real organization. The aim is to test out one (or more) of the theories covered in class in a real setting.

The final research paper will be structure as follows:

- introduction - topic choice, arguments for its relevance to organizational studies
- theory - relevant theories that were chosen to be tested in the case study
- methodology of the research (organization chosen, instrument, population, data collection procedure)
- results - link with research objectives
- conclusions - relevance for practitioners

Technical requirements: length: 1500- 2500 words. TNR 12, 1.15 line spacing

The paper should respect all academic standards regarding writing and citing sources. References: all sources used throughout the text must be found in the bibliography section. The citing style is available at [http://www.rtsa.ro/508, reguli-de-citare.html](http://www.rtsa.ro/508_reguli-de-citare.html)

Students have to upload the topic and the main objectives of their project on Moodle by the third week of the semester.

The final project will be uploaded on moodle in the last meeting of the semester.

Important information about the final grade and reexamination

- **Both seminar participation and during the semester written papers or exams cannot be done/redone in the re-examination period** – students that do not have the participation grade and the written assignments grade cannot recuperate it in re-examination. Also the mid term exam cannot be take in the re-examination period
- **The individual seminar paper can be submitted** in the reexamination period but cannot be submitted only in the reexamination period if it hasn't been submitted during the semester.

Course policies

Attendance

Students are expected to attend class regularly, as this is a condition for being graded on class participation. By participating to the class you are expected to come prepared (readings and assignments done) and contribute actively. ***In case students are absent from class they are responsible of obtaining class handouts, materials or notes.***

Assignments

All assignments should be turned in at the due date. **Late assignments will not be taken in consideration.**

All assignments will be uploaded on the e-learning platform – MOODLE – before the deadline date.

Academic integrity

The Faculty and the Public Administration Department expect a high level of responsibility and academic honesty from its students in all activities during the enrollment in our programs. Try to keep in mind that the value of a degree is also dependent on the quality and integrity of the work done by the student during the program. Thus, any kind of academic dishonesty will not be tolerated and students will automatically fail this class if found in such a situation with the option to be proposed for expulsion.

As a general rule, academic dishonesty involves any of the following: cheating, plagiarism (from any source) and falsifying academic records.

Plagiarism

Plagiarism will not be tolerated, University and Faculty rules regarding this matter will be enforced.

Students found in this situation will be excluded from the course without the possibility to be re-examined and will have to retake the course next year!

Plagiarism basically means taking information that is not of your own (and is not common knowledge) and not citing the source.

Basic Rules for Avoiding Plagiarism¹

The Golden Rule for Avoiding Plagiarism - *Give Credit Where Credit is Due*

Basically, there is only one way to avoid plagiarism - *give credit to a source whenever you use information that is not your own unless it is common knowledge*. If you come up with an idea all on your own, you don't have to give credit to anyone, except yourself. Also, if you are writing about something that is common knowledge, you don't have to give a citation for your source.

Common Knowledge

Common knowledge is whatever information you and your reader are likely to know without referring to some other source. For example, there are 435 U.S. Congress Members and 100 U.S. Senators. That's probably common knowledge. How many of the Congress Members and Senators are Democrats, Republicans, or from other political parties, may or may not be common knowledge, depending on you and your reader(s). The more likely both you and your reader(s) are to know that information, and especially the more controversial a fact or idea is, the more likely it is to be common knowledge. How many votes any particular member of the House or the Senate got in the last election is probably not common knowledge. If the number of votes a candidate received is part of your paper, you should probably cite the source.

The best rule of thumb to determine whether or not to give credit to a source for information that might be common knowledge is, "When in doubt, give the source." It is always better to err on the safe side.

Cite Your Sources

When should you cite a source? You should give credit to a source whenever you use someone else's work or idea that is not common knowledge. This includes any time you use or refer to information that comes from

- Interviews
- Internet sites.
- Radio or television programs.
- Personal letters.
- Speeches.
- Books.
- Magazines and journals
- Newspapers.
- tape, video, or CD recordings.

¹Website: http://wps.prenhall.com/hss_understand_plagiarism_1/0.6622.427073-.00.html

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- Electronic databases.
- Basically any source.

Don't forget to give credit any time you use any of the following that come from another source:

- quotations
- statistics
- graphs
- pictures
- ideas or hypotheses
- stories
- lists

As stated above, the bottom line is that you have to provide a source citation for every use of another person's words or ideas unless the information is common knowledge.

For information on citing correctly/citing rules please visit the following link:

<http://www.cardiff.ac.uk/insrv/resources/guides/inf057.pdf>