**Spring 2012**

Erlan Bakiev, Ph.D. **Office Hours**: Tues. 12:15 p.m.-5:15 p.m.

Room by appointment

**Phone: 0342 211 6666 Ext. (**6813)

**E-mail:** erlan.bakiev@zirve.edu.tr

Required Textbook

**Understanding the Theory and Design of Organizations**, 11th Ed. by Daft, Richard L. (2010). Ohio: South-Western.

Supplementary Textbook

**Örgüt Kuramları,** by Sargut, A. S. ve Özen, S. (2007). İmge Kitabevi, Ankara.

**Course Description**

This course is designed to introduce the Organizational Theory and the basic issues, and perspectives to students at the doctoral level. This course will emphasize the factors of organizations, success, focus on structure and design issues, and comprise the external environmental factors that influence organizational structure and functioning. Moreover, this course will help students to understand the organizational phenomena.

The fundamental organizational theory paradigms will be covered. By means of this theoretical framework, students will be able to develop an applicable knowledge on managing organization such as organization design, organization structure, organizational decision making, organizational change and adaptation, and the alignment of organization design and business strategy.

**Learning Objectives**

1. Introduce the basic concepts, contributions, and limits of the basic paradigms of Organizational Theories.

2. Help students to develop the skill of reflection and of understanding, designing, and managing organizations.

3. Emphasize both the macro characteristics of organizations such as their structures, technology and environment, and internal processes such as organizational culture, managerial decision-making, political games and conflicts.

4. Help students obtain a broad and in-depth understanding of the dynamics of organizations by means of lecture, readings, class discussion, case studies and research projects.

5. Develop a critical appreciation of the central theoretical questions, themes, and debates in the literature.

**Course Requirements**

1.) **Session Article Preparation, Presentation, and Discussion**

Since session article preparation and discussion play a critical role in obtaining knowledge and understanding of organizations in this course. Students are encouraged to read the required readings for each session, and be ready to discuss in depth its essential ideas in the class. Please be ready to present the key messages of the article to the class in a clear and concise way and try to answer the following questions when you do your readings:

What are the main issues raised by the article? What are the research questions of the article? What are the main arguments or findings of the article? Which theoretical perspectives can be applied to organizational situations mentioned in the article?

2.) **Term Project**

Students will form groups, and conduct a team project to analyze any public (non profit) organization or private company with the concepts and tools discussed in the course. Please choose some specific organization issues that are relevant to this organization, and apply the concepts developed in the class to make diagnosis, analyses, and give suggestions. The information on organizations can be collected from public data sources, such as data banks of university, from newspapers and magazines, and any other public sources.

Each group will present their Team Projects on the session of **16th April 2012**. Each team will be given 20 minutes to present their project. For questions and discussion will be given 5-10 minutes for each group.

The written report of the Team Project should be returned on 23rd of March 2012 and shouldn’t exceed 30 pages (not including cover page, using Times New Roman, font size 12, double spaced). Please submit the report in **electronic version**.

3.) **Final**

The final exam will be a semi-comprehensive exam comprised of concepts and applications discussed in class.

NOTE: Students are always responsible for weekly reading assignments listed in this syllabus **after** coming to class. Notes distributed in class and textbook material are to be read following the class lecture in which the topics were discussed.

**Grading Criteria**

-Session Article Preparation, Presentation, and Discussion **20 %**

-Term Project **40 %**

-Final **40 %**

**Attendance Policy**

Attendance is important to stay on top of class material and assigned readings. Students are encouraged to come to class, but are left with the responsibility of managing their own attendance. Attendance will be taken for the purpose of explaining poor performance should the need arise.

**Evaluation Policy**

Students will be allowed to make-up an exam or submit homework or other assignments beyond a deadline only with written documentation (e.g., doctor’s letter) for extenuating circumstances covered under Zirve University policy.

**Caveat**

The instructor reserves the right to change the schedule, assignments, and/or evaluation criteria throughout the semester. Any changes will be announced to the class with sufficient notice to prepare for the changes. It is your responsibility to keep informed about discussion topics and assignments. If in doubt, check with your instructor.

**Tentative Agenda**

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**Class #1: Introduction to Organizational Theory and Main Concepts**

**Class #2: Classical Organizational Theory**

**Class #3: Neoclassical Theory**

**Class #4: Resource Dependency Theory**

**Class #5: Organization Ecology**

**Class #6: Economic Organization Theories**

**Class #7: Institutional Theory**

**Class #8: Systems/Organic Theories & Contingency Theory**

**Class #9: Organizational Culture**

**Class #10: Network Theory**

**Class #11: Modern and Postmodern Perspective**

**Class #12: Presentations**

**Class #13: Revision and Preparation to Final Exam**

***\*\*\* Final Exam is assigned \*\*\****

------ No Class ------

**Reading List:**

***Topic1.***  **Introduction to Organizational Theory and Main Concepts**

***Assigned Reading:***

Astley, G & Van deVen, A. (1983). Central perspectives and debates in organization theory. *Administrative Science Quarterly*, 28:245-273.

Astley, W. G. 1985. Administrative science as socially constructed truth. *Administrative Science Quarterly*, 30: 497-513.

Morgan, G. 1980. Paradigms, metaphors, and puzzle solving in organization theory. *Administrative Science Quarterly****,*** 25: 605-622.

***Topic2.* Classical Organizational Theory**

***Assigned Reading:***

March, James G. 2007. The study of organizations and organizing since 1945. *Organization Studies*, 28 (1): 9-19.

Barley, S.R., ve Kunda, G. 1992. Design and devotion: Surges in rational and normative ideologies of control in managerial discourse. *Administrative Science Quarterly,* 37: 363-399.

Thompson, J. D. 1956. On building an administrative science. *Administrative Science Quarterly*, 1: 102-111.

***Topic3.* Neoclassical Theory**

***Assigned Reading:***

Thompson, J. D. 1956. On building an administrative science. *Administrative Science Quarterly*, 1: 102-111

March, J.G. (1978). Bounded Rationality, Ambiguity, and the Engineering of Choice. *Bell Journal of Economics*, 9: 2, 582-608.

Cohen, M.D., March, J.G., & Olsen, J.P. (1972). A Garbage Can Model of Organizational Choice. *Administrative Science Quarterly*. 17, 1-25.

***Topic4.* Resource Dependency Theory**

***Assigned Reading:***

Casciaro, Tiziana., ve Piskorski, Mikolaj Jan. 2005. Power imbalance, mutual dependence, and constraint absorption: A closer look at resource dependence theory. *Administrative Science Quarterly*, 50: 167-199.

Ingram, P., ve Simons, T. 1995. Institutional and resource dependence determinants of responsiveness to work-family issues. *Academy of Mangement Journal*, 38: 1466-1482.

***Topic5.* Organization Ecology**

***Assigned Reading:***

Audia, Pino, G., Freeman, John H., ve Reynolds, Paul Davidson. 2006. Organizational foundings in community context: Instruments manufacturers and their interrelationship with other organizations. *Administrative Science Quarterly*, 51: 381-419.

Amburgey, T. L., ve Rao, H. 1996. Organizational ecology: Past, present, and future directions. *Academy of Management Journal*, 39 (5) 1265-1286.

Astley, W. G. 1985. The two ecologies: Population and community perspectives on organizational evolution. Administrative Science Quarterly, 30: 224-241.

Hannan, M., ve Freeman, J. 1977. The population ecology of organizations. *American Journal of Sociology*, 82: 929-964.

***Topic6.* Economic Organization Theories**

***Assigned Reading:***

Alchian, A.A., & Demsetz, H. (1972). Production, Information Costs, and Economic Organization. *American Economic Review* 62, 777-795.

Ouchi, W.G. (1980). Markets, Bureaucracies, and Clans, *Administrative Science Quarterly,* 25, 129-141.

Granovetter, M. (1985). Economic action and social structure: The problem of embeddedness. *American Journal of Sociology*, 91:3, 481-510.

***Topic7.* Institutional Theory**

***Assigned Reading:***

Tolbert, P.S., ve Zucker, L. G. 1983. Institutional sources of change in the formal structure of organizations: The diffusion of civil service reform 1880-1935. *Administrative Science Quarterly*, 28:22-39.

Aldrich, H. E., ve Fiol, C. M. 1994. Fools rush in? The institutional context of industry creation. *Academy of Management Review*, 19: 645-670.

Leblebici, H., Salancik, G. R., Copay, A., & King, T. (1991). Institutional Change and the Transformation of Interorganizational Fields: An Organizational History of the U.S. Radio Broadcasting Industry. *Administrative Science Quarterly*, 36: 333-363.

Greenwood, R., Suddaby, R., & Hinings, C. R. (2002). Theorizing change: The role of professional associations in the transformation of institutionalized fields. *Academy of Management Journal*, 45: 58-80.

***Topic8.* Systems/Organic Theories & Contingency Theory**

***Assigned Reading:***

Child, J. (1972). Organization Structure, Environment and Performance: The Role of Strategic Choice. *Sociology*, 6:1-22

Galbraith, J.R. (1974). Organization Design: An Information Processing View. Interfaces, 4, 28-36.

Egelhoff, W.G. (1991). Information-Processing Theory and the Multinational Enterprise. *Journal of International Business Studies*, 22:3, 341-368.

***Topic9.* Organizational Culture**

***Assigned Reading:***

Smircich, L. (1983). Concepts of Culture and Organizational Analysis. *Administrative Science Quarterly,* 28, 339-359.

Pettigrew, A.M. (1979). On Studying Organizational Cultures. *Administrative Science Quarterly*, 24,: 570-581.

Ray, C.A. (1986). Corporate Culture: The Last Frontier of Control? *Journal of Management Studies*, 23: 3, 287-297

***Topic10.*** **Network Theory**

***Assigned Reading:***

Jones, C., Hesterly, W., & Borgatti, S.P. (1997). A general theory of network governance. *Academy of Management Review*, 22, 911-945.

***Topic11.*** **Modern and Postmodern Perspectives**

***Assigned Reading:***

Locke, E. A. 1982. The ideas of Frederick W. Taylor: An evaluation. *Academy of Management Review*, 7 (1) 14-24.