# "WBUlogo"

Campus Name

School of Business

# 2. UNIVERSITY MISSION STATEMENT

Wayland Baptist University exists to educate students in an academically challenging, learning-focused and distinctively Christian environment for professional success, lifelong learning, and service to God and humankind.

# 3. COURSE NUMBER & NAME:

MGMT 6315-01, Advanced Organizational Theory and Development

# **4. TERM**:

Spring, 2018

# **5. INSTRUCTOR**:

Dr. Samantha R. Murray

# **6. CONTACT INFORMATION**:

Office phone: 806-445-6565

WBU Email: murrays@wbu.edu

# **7. OFFICE HOURS, BUILDING & LOCATION**:

Virtual Office TWTH 10am-12pm CST; by appointment

# **8. COURSE MEETING TIME & LOCATION**:

On-Line

# **9. CATALOG DESCRIPTION**:

Examination of classical and current research issues including resource dependency, interorganizational systemic networks and other topics in organizational theory.

# 10. PREREQUISITE:

# **11. REQUIRED TEXTBOOK AND RESOURCE MATERIAL**:

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| **BOOK** | **AUTHOR** | **ED** | **YEAR** | **PUBLISHER** | **ISBN#** | **UPDATED** |
| Various Articles Assigned Weekly that are available in the WBU Library. Check your syllabus for weekly readings.  Classics of Organization Theory | Shafritz/Ott/  Jang | 8th | 2016 | Cengage | 9781-28587-0274 | 9/20/17 |

# 12. OPTIONAL MATERIALS

I have decided not to require that you buy a lot of books. However, for those of you who see organization theory as your intellectual home, I highly recommend that you purchase new or used copies of the following books and start to build your professional library.

DiMaggio & Powell, 1991. The New Institutionalism in Organization Analysis

Scott, W.R. 2008*.* Institutions and Organizations, 3rd edition.

Weick, 1995. Sensemaking in Organizations.

Pfeffer & Salancik, 1978. The External Control of Organizations

Burt, 1992. Structural Holes

Kilduff & Tsai, 2003. Social Networks and Organizations

Cyert & March, 1963. A Behavioral Theory of the Firm

March & Simon, 1958 Organizations

Thompson, 1967, Organizations in Action

Aldrich & Reuf, 2006. Organizations Evolving, 2nd edition.

Smelser & Swedberg, 1994, Handbook of Economic Sociology

Blau, 1964. Exchange and Power in Social Life

Coleman, 1990. Foundations of Social Capital

Pfeffer, 1997, New Directions for Organization Theory

Perrow, 1986, Complex Organizations.

Smith & Hitt, 2005, Great Minds in Management

Baum, 2002 Companion to Organizations

Greenwood, et al., 2008 The SAGE Handbook of Organizational Institutionalism

# **13. COURSE OUTCOMES AND COMPETENCIES**:

* Critique and synthesize classical and current theories in organizational theory and development
* Propose research projects that extend or combine research in organizational theory and development
* Apply classic and current research in organizational theory and development to current management problems
* Plan change intervention in organizational development
* Compare organizational issues and challenges that influences operating at an optimal capacity

# 14. ATTENDANCE REQUIREMENTS:

As stated in the Wayland Catalog, students enrolled at one of the University’s external campuses should make every effort to attend all class meetings. All absences must be explained to the instructor, who will then determine whether the omitted work may be made up. When a student reaches that number of absences considered by the instructor to be excessive, the instructor will so advise the student and file an unsatisfactory progress report with the campus executive director. Any student who misses 25 percent or more of the regularly scheduled class meetings may receive a grade of F in the course. Additional attendance policies for each course, as defined by the instructor in the course syllabus, are considered a part of the University’s attendance policy.

# **15. STATEMENT ON PLAGIARISM & ACADEMIC DISHONESTY**:

Wayland Baptist University observes a zero tolerance policy regarding academic dishonesty. Per university policy as described in the academic catalog, all cases of academic dishonesty will be reported and second offenses will result in suspension from the university.

# **16. DISABILITY STATEMENT**:

In compliance with the Americans with Disabilities Act of 1990 (ADA), it is the policy of Wayland Baptist University that no otherwise qualified person with a disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any educational program or activity in the university. The Coordinator of Counseling Services serves as the coordinator of students with a disability and should be contacted concerning accommodation requests at (806) 291-3765. Documentation of a disability must accompany any request for accommodations.

# **17. COURSE REQUIREMENTS and GRADING CRITERIA**:

Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Executive Vice President/Provost to the Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.

**Course Assignments:**

**Mini Paper –** Each Friday you will have a mini paper due by 9am CST. I will post a topic that pertains to the theory we are studying that week and you will use the articles assigned to synthesize the topic. This mini paper should be between 3-5 pages, but the most important variable is that the topic is covered completely. Summaries of the articles will result in a grade of zero. Each mini paper is worth 50 points.

**Peer Response** – Each week you will be assigned a peer partner. Your peer partner and you will read and edit each other’s mini paper. This edit should include corrections pertaining to content, grammar, sentence structure, and APA format. Please make the corrections on the original document in Word and submit. In addition, write a page explaining your critique and add at least 1 outside source. Please add this critique at the end of the edited paper. The peer response is due each Monday by 9am CST. Your weekly grade for the peer response is worth 25 points.

**Research Paper-** A research paper will be completed on one of the topics discussed during this class. The paper should be a minimum of 8 pages of content, excluding coversheet, abstract and references. At least fifteen (15) peer reviewed, scholarly journal articles should be properly cited and noted in the bibliography. Please use APA format. Check the syllabus for the deadline to have your topic approved. The paper will be submitted to Safe Assignment. If Safe Assignment detects more than 20% match of previously written work we will have a discussion. The total point value for this research paper is 200 points. This paper should include an introduction, literature review, testable hypotheses (research questions), and a conclusion and discussion section. Please use these headings.

**Grading System:**

Mini Paper (7 total worth 50 points each) 350 points

Peer Response (7 total worth 25 points each) 175 points

Research Paper for this class 200 points

**725 total points**

**17.1 Include Grade Appeal Statement:** “Students shall have protection through orderly procedures against prejudices or capricious academic evaluation. A student who believes that he or she has not been held to realistic academic standards, just evaluation procedures, or appropriate grading, may appeal the final grade given in the course by using the student grade appeal process described in the Academic Catalog. Appeals may not be made for advanced placement examinations or course bypass examinations. Appeals are limited to the final course grade, which may be upheld, raised, or lowered at any stage of the appeal process. Any recommendation to lower a course grade must be submitted through the Vice President of Academic Affairs/Faculty Assembly Grade Appeals Committee for review and approval. The Faculty Assembly Grade Appeals Committee may instruct that the course grade be upheld, raised, or lowered to a more proper evaluation.”

# 18. TENTATIVE SCHEDULE

**Tentative Schedule**

**(Subject to change)**

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| **WEEK 1**  **February 26** | **INTRODUCTION AND OVERVIEW OF**  **ORGANIZATION THEORY**  Pfeffer, J. 1993. Barriers to the advance of organizational science: Paradigm development as a dependent variable. Academy of Management Review, 18: 599-620.  Canella, A.A. & Paetzlold, R.L. 1994. Pfeffer's barriers to the advance of organization science: A rejoinder. Academy of Management Review, 19: 331-341.  Davis, G.F. & Marquis, C. 2005. Prospects for organization theory in the early twenty-first century: Institutional fields and mechanisms. Organization Science, 16: 332-343.  **● Mini Paper for Week 1 due Friday, March 2nd @ 9am.** |
| **WEEK 2**  **March 5th** | **RATIONAL SYSTEM APPROACHES**  Chapter 1 - Classics of Organization Theory   * 2- Adam Smith * 5- Henri Fayol * 6- Fredrick Winslow Taylor * 7- Max Weber * 8- Luther Gulick   Locke, E.A. 1982. The ideas of Frederick W. Taylor: An evaluation Academy of Management Review, 7: 14-24.  Blau, P. 1963. "Critical Comments on Weber's View of Authority" American Political Science Review,57:305-316.  **● Peer Response for Week 1 due Monday, March 5th @ 9am.**  **● Mini Paper for Week 2 due Friday, March 9th @ 9am.** |
| **WEEK 3**  **March 19** | **NATURAL SYSTEM APPROACHES**  **(STUCURAL CONTENGENY and OPEN SYSTEMS)**  Chapter 2 - Classics of Organization Theory (entire chapter)  Chapter 8 – Katz and Kahn (page 347)  Merton, R.K. 1936. "The Unanticipated Consequences of Purposeful Social Action" American Sociological Review, 1: 894-904. 5  Selznick, P. 1943. "An Approach to a Theory of Bureaucracy" American Sociological Review, 8: 47-54.  **● Peer Response for Week 2 due Monday, March 19th @ 9am.**  **● Mini Paper for Week 3 due Friday, March 23rd @ 9am.** |
| **WEEKS 4 & 5**  **March 26** | **CONTENGENCY THEORY**  Chapter 4 - Classics of Organization Theory (entire chapter)  Chapter 8 - Classics of Organization Theory (Thompson, page 359)   Perrow, C. (1967). A Framework for the Comparative Analysis of Organizations. *American Sociological Review,* *32*(2), 194-208.  Lawrence, P.R., & Lorsch, J.W. 1967. Differentiation and integration in complex organizations.Administrative Science Quarterly*,* 12: 1-47.  Kimberly, J. 1976. Organizational size and the structuralist perspective. Adminstrative Science Quarterly,21: 571-597.  Burns and Stalker (1961). Mechanistic and Organic Systems (I will provide this article to you.)  Jacques. Praise of Heirarchy. (I will provide this article to you.)  **● Peer Response for Week 3 due Monday, March 26th @ 9am.**  **● Mini Paper for Week 4 due Friday, March 30th @ 9am.** |
| **WEEK 6**  **April 9** | **INSTITUIONAL THEORY**  Chapter 8 – Classics in Organization Theory, Myer and Rowan, page 373.  Kraatz, M. and Zajac, E. 1996. "Exploring the limits of the new institutionalism: The causes and consequences of illegitimate change." American Sociological Review, 61: 812-836.  Heugens, P.P.M.A.R. & Lander, M.W. 2009. Structure! Agency! (and other quarrels): A meta-analysis of instiutitonal theories of organization. Academy of Management Journal, 52(1): 61-85.  Green, S.E., Li, Y. & Nohria, N. 2009. Suspended in Self-Spun Webs of Significance: A Rhetorical Model of Institutionalization and Institutionally Embedded Agency. Academy of Management Journal, 52(1): 11-36.  Purdy, J.M. & Gray, B. 2009. Conflicting logics, mechanisms of diffusion and multi-level dynamics in emerging institutional fields. Academy of Management Journal, 52: 355-380.  **● Peer Response for Week 4 due Monday, April 9th @ 9am.**  **● Mini Paper for Week 5 due Friday, April 13th @ 9am.** |
| **WEEK 7**    **April 16** | **RESOURCE DEPENDENCY**  Chapter 8 – Classics of Organization Theory (Pfeffer and Salancik, page 389)  Casciaro, T. & Piskorski, M.J. 2005. "Power imbalance, mutual dependence and constraint absorption: A closer look at resource dependence theory." Administrative Science Quarterly, 50: 167-199.  Hillman, A.J. Withers, M.C & Collins, B.J. 2009. Resource dependence theory: A review. Journal of Management, 35(6): 1404-1427.  Sherer, P.D. & Lee, K. 2002. Institutional change in large law firms: A resource dependence and institutional perspective. Academy of Management Journal, 45(1): 102-119.  Boyd, B. 1990. Corporate linkages and organizational environment: A test of the resource dependence model. Strategic Management Journal, 11: 419-430.  **● Peer Response for Week 6 due Monday, April 16 @ 9am.**  **● Mini Paper for Week 7 due Friday, April 20th @ 9am.**  **● Research paper topic needs to be approved by Monday, April 16th .** |
| **WEEK 8**  **April 23** | **ORGANIZATIONAL CULTURE AND ORGANIZTION REPUTATION, STATUS, AND CELEBRITY**  Washington, M. & Zajac, E.J. 2005. Status evolution and competition: Theory and evidence. Academy of Management Journal, 48(2): 282-296.  Rindova, V.P., Williamson, I.O., Petkova, A.P., & Sever, J.M. 2005. Being good or being known: An empirical investigation of the dimensions, antecedents and consequences of organizational reputation. Academy of Management Journal, 48: 1033-1049.  Rindova, V.P., Pollock, T.G. & Hayward, M.L.A. 2006. "Celebrity firms: The social construction of market popularity" Academy of Management Review, 31(1): 50-71.  Highhouse, S., Brooks, M.E. & Gregarus, G. 2009. An organizational impression management perspective on the formation of corporate reputation. Journal of Management, 35(6): 1481-1493.  Hayward, M.L.A.. Rindova, V.P. & Pollock, T.G. 2004. “Believing one’s own press: The antecedents and consequences of CEO celebrity.” Strategic Management Journal, 25(7): 637-653.  **● Peer Response for Week 97due Monday, April 23rd @ 9am.**  **● Mini Paper for Week 8 due Friday, April 27th 9am.** |
| **WEEKS 9, 10 & 11**  **April 30 – May 18** | **RESEARCH PROJECT**  **● Work on your Research Paper**  **● Submit your Research Paper by Thursday, May 17th @ 9am.** |

# 19. ADDITIONAL INFORMATION

**Below are several organization theories that we did not discuss along with recommended readings.**

**POPULATION ECOLOGY**

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

Hannan, M.T., & Freeman, J. 1984. Structural inertia and organizational change. American Sociological Review, 49: 149-164.

Amburgey, T.L. Kelley, D. and Barnett, W.P. 1993. "Resetting the Clock: The Dynamics of Organizational Change and Failure. Adminstrative Science Quarterly, 38: 51-73.

Mezias, S.J. & Boyle, E. 2005. Blind Trust: Market Control, Legal Environments, and the Dynamics of Competitive Intensity in the Early American Film Industry, 1893–1920. Administrative Science Quarterly, 50(1): 1-34.

Dobrev, S.D. & Kim, T.Y. 2006. Positioning among Organizations in a Population: Moves between Market Segments and the Evolution of Industry Structure. Administrative Science Quarterly, 51(2): 230-261.

**CARNEGIE SCHOOL – BEHAVIORAL DECISION MAKING**

Cohen, M.D., March, J.G., & Olsen, J.P. 1972. A garbage can model of organizational choice. Administrative Science Quarterly, 17: 1-25.

Levitt, B. & March, J. G. 1988. Organizational Learning. Annual Review of Sociology, 14:319-340.

Levinthal, D. A. & Rerup, C. 2006. Crossing an apparent chasm: bridging mindful and less-mindful perspectives on organizational learning. Organization Science, 17(4): 502-513.

Levitt, B., & Nass, C. 1989. The lid on the garbage can: Institutional constraints on decision making in the technical core of college-text publishers*. ASQ*, 34: 190-207.

Padgett, J.F. 1980. Managing garbage can hierarchies. *ASQ*, 25: 583-604.

**POWER AND POLITICS**

Chapter 6 – Classics in Organization Theory