

**Lock Haven University of Pennsylvania  
Lock Haven, Pennsylvania**

**Department:** Business Administration, Computer Science and Computer  
Information Science

**Course Title:** Organization Theory and Practice

**I. Introductory Information**

**A. Department Names:** Business Administration, Computer Science and Computer  
Information Science

**B. Department Catalog Number:** MANG3XX (MANG365)

**C. Course Title:** Organization Theory and Practice

**D. Semester Hours of Credit:** 3

**E. Clock Hours Per Week:** 3

**F. Overlays:** None

**G. Restrictions Upon Student Registration:** MANG315 or POLI260 or permission of  
instructor

**II. Description of the Course**

**A. Catalog description:** An advanced course of particular interest to majors in Business Administration, Political Science, and Sociology. Theories of the nature and functions of organizations will be looked at from the perspectives of managers, workers, consumers, and citizens. The psychological, sociological, economic, political, and cultural impact of organizations will be studied.

**III: Exposition**

**A. Objectives:**

Upon completion of the course, students will:

1. Describe the nature and functions of modern organizations.
2. Apply different theoretical frameworks for analyzing organizational issues and scenarios.
3. Analyze organizations macro and micro environment.
4. Assess organizational effectiveness and make recommendations for improvement.

**B. Activities and Requirements:**

Students will:

1. Read assignments, including texts, articles, and case studies.
2. Attend lectures and participate in classroom discussion.

3. Write various papers, including but not limited to case studies, formal research papers, informal written assignments, and reflective papers.

**C. Major Units and Time Allotted:**

1. Introduction to Understanding Organizations: (6 hours)
  - a. Organization Theory and the Manager
  - b. Evolution of Organization Theory and Management
  - c. Organizations as Systems
2. Organization's Environmental Interface: (15 hours)
  - a. Macro Environmental Components
  - b. The Organization's Interface Network
  - c. Interorganizational Relationships
  - d. Strategy and Coping: Applying Interface Concepts
3. Leadership and Motivation: (15 hours)
  - a. The Organization's Goals and Work Systems
  - b. Organization Design: An Overview
  - c. Patterns of Organization Design
  - d. Power, Authority, and Conflict
  - e. Power and politics in Organizations
  - f. Organization Size and Complexity
4. Organizational Renewal and Change: (9 hours)
  - a. Organizational Renaissance
  - b. A Prescription for Tomorrow's Organization

Total 45 hours

**D. Materials and Bibliography**

**1. Suggested textbooks:**

- Bolman, L. & Deal, T. (2003). *Reframing organizations*. (3<sup>rd</sup> Edition). San Francisco: Jossey-Bass.
- Daft, R.L. (2007). *Organization theory and design*. (9<sup>th</sup> Edition). Canada: South-Western Cengage Learning.
- Scott, W. R. & Davis, G.F. (2007). *Organizations and organizing: Rational, natural, and open system perspectives*. Englewood Cliffs, NJ: Prentice Hall.
- Shafritz, J.M., Ott, S., & Jang, Y.S. (2004). *Classics of organization theory*. (6<sup>th</sup> Edition). Canada: South-Western Cengage Learning.

**2. Other materials:** None

**3. Bibliographic support:**

- Abrahamson, E. (1996). Management fashion. *Academy of Management Review*, 21(1): 254-85.
- Barnard, C.I. (1938). *The functions of the executive*. Cambridge: Harvard University Press.
- Berquist, W. (1993). *The postmodern organization*. San Francisco: Jossey-Bass.
- Blau, P.M. & Scott, W.R. (1962). *Formal organizations: A comparative approach*. San Francisco: Chandler Publishing.
- Chandler, Alfred. (1962). *Strategy and structure*. Cambridge: MIT Press.
- Cohen, M.D., March J.G., & Olsen, J.P. (1972). A Garbage Can Model of Organizational Choice. *Administrative Science Quarterly*, 17, 1-25.
- Cyert, R.M. & March, J.G. (1992). *A behavioral theory of the firm*. (2<sup>nd</sup> ed.) Englewood Cliffs, NJ: Blackwell.
- Etzioni, A. (1961). *A comparative analysis of complex organizations*. Englewood Cliffs, NJ: Prentice-Hall.
- Fayol, H. (1949). *General and industrial management*. London: Pitman Publishing.
- Gulick, L. (1937). Notes on the theory of organization. In L. Gulick & L. Yrwick (Eds.), *Papers on the science of administration*. (pp. 3-13). New York: Institute of Public Administration.
- Hannan, M.T. & Freeman, J.H. (1977). The population ecology of organizations. *American Journal of Sociology*, 82:929-64.
- Katz, D. & Kahn, R. L. (1966). *The social psychology of organizations*. New York: John Wiley.
- Lawrence, P. & Lorsch, J. (1967). *Organizations and environment: Managing differentiation and integration*. Homewood, IL: Richard D. Irwin.
- March, J.G. (1978). Bounded rationality, ambiguity, and the engineering of choice. *Bell Journal of Economics*, 9:2, 582-608.
- March, J.G. & Simon, H.A. (1958). *Organizations*. New York: John Wiley & Sons.
- Maslow, A. (1943). A theory of human motivation. *Psychological Review*, 50:370-96.
- McGregor, D. (1966). The human side of enterprise. In W. G. Bennis and E. H. Schein (Eds.), *Leadership and motivation: Essays of Douglas McGregor*. Cambridge: MIT Press.

- Mintzberg, H. (1979). *The structuring of organizations*. Englewood Cliffs, NJ: Prentice-Hall.
- Mintzberg, H. (1983). *Power in and around organizations*. Englewood Cliffs, NJ: Prentice-Hall.
- Osborne, D. & Gaebler, T. A. (1992). *Reinventing government: How the entrepreneurial spirit is transforming the public sector*. New York: Perseus Press.
- Pfeffer, J. & Salancik, G.R.. (1978). *The external control of organizations: A resource dependence perspective*. New York: Harper and Row.
- Schein, E. H. (1992). *Organizational culture and leadership*. San Francisco: Jossey-Bass.
- Selznick, P. (1948). Foundations of theory of organization. *American Sociological Review*, 13, 25-35
- Simon, H.A. (1947). *Administrative behavior*. New York: Macmillan.
- Smith, A. (1776). On the division of labor. In A. Smith, *The wealth of nations* (chapter 1).
- Taylor, F. W. (1911). *The principles of scientific management*. New York: W.W. Norton.
- Thompson, J.D. (1967). *Organizations in action*. New York: McGraw-Hill.
- Weber, M. (1922). Bureaucracy. In H. Gerth & C.W. Mills (Eds.), *Max Weber: Essays in sociology*. Oxford, UK: Oxford University Press.
- Williamson, O. (1985). The economics of organization: The transaction cost approach. *American Journal of Sociology*, 87:548-577.

#### **IV. Standards:**

Evaluation of student achievement will be based on examinations, class participation, homework, and assignments. Instructors may incorporate rubrics to evaluate such learning activities as presentations, homework, papers, and class participation.

#### **V. Rationale and Impact:**

A. This revised syllabus proposes moving Organization Theory (POLI365) to the BACSIT Department for course delivery. Organization Theory serves as one of seven Management Concentration Electives. This course provides content on group and individual dynamics in organizations; influences on the structure and processes of organizations; and insights on organizational environments. The AACSB accrediting body requires that the business administration program address this management-specific knowledge. Allowing the BACSIT Department to offer the course will support the Department's ability to provide students with this requisite knowledge.

Limited staffing in the History, Political Science, and Economics Department has prevented this course from being offered more than once in the last eight years. Since

student enrollment in the Business Administration Program has increased 41% over the past five years (n=387, up from 275 in 2003-04), the infrequent delivery of this course and other electives inhibits students' progression toward degree completion and requires graduating seniors to substitute courses (if appropriate substitutes can be found) to meet program requirements. Currently, the BACSIT Department only provides two (MANG317, MANG400) of the seven management concentration electives creating considerable challenges to offer an adequate number and selection of courses for our program's students.

Moreover, the use of course substitutions is viewed unfavorably by the AACSB accrediting body. Delivering this course with existing faculty in the BACSIT Department will enable the program to improve its ability to meet accreditation standards and facilitate degree completion.

B. This change is specifically designed to service junior-/senior-level students in the business administration and political science programs. The change enables this existing Management Concentration Elective course to be offered more frequently. Also, additional course offerings provide opportunities for political science majors who may want to take more courses in public policy and administration than what is currently offered.

C. This syllabus does not change existing academic programs in any way, but more so provides an alternative way in which to offer this course to students.

**VI. Cost and Staff Analysis:**

- A. This course is an existing course and will be offered by existing faculty.
- B. This course will be offered once every three semesters.

**VIII. Date approved by University president:**

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Signature of the President

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Date