

Syllabus  
ORGANIZATIONAL THEORY  
23PLAN375-001

Professor: Maria Scheitz  
Department of Planning  
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Winter Quarter 2008  
T/H 5:30 - 6:50  
5405 DAAP

Course Overview:

The course examines organizational structures as a reflection of organizational goals. It explores how changes in the internal and external environment of a formal organization affect structural change. Specific focus is given to the topics of innovation, globalization, and organizational culture and ethics.

Statement of Course Objectives:

It is easy to focus on our own roles and responsibilities in organizations without seeing ourselves as part of something bigger. This course is designed to encourage students to understand the structure of organizations and to recognize themselves as a part of these structures. It is designed to give students an understanding of the internal and external environments in which they work, and give them the tools to successfully manage conflict and change in the workplace. *The instructor reserves the right to make changes to the syllabus to further these objectives.*

Required Readings:

The following book is available for purchase in the bookstore. It is also on reserve at the DAAP library:

1) Daft, Richard L. 2007. *Organization Theory and Design, 9<sup>th</sup> Ed.* Mason, OH: South-Western.

The following readings will be posted on Blackboard

- 1) Glass, John F. "Understanding Organizations in the Workplace"
- 2) Montana and Charnov, Management. Chapters 2, 3, and 22.
- 3) Smith, Brian H. "Nonprofit Organizations in International Development"
- 4) Burgess, Zena "Women Board Directors: Characteristics of the Few"
- 5) Weisbrod, Burton A. "The Future of the Non-profit Sector"
- 6) Gazell, James A. "Drucker on Effective Public Management"
- 7) Borins, Sanford "Encouraging Innovation in the Public Sector"
- 8) Drucker, Peter F, "The Change Leader"
- 9) Humphrey, Jill C. "Organizing Sexualities, Organized Inequalities, Lesbians and Gay Men in Public Service Occupations"

- 10) Hill, Linda. "Power Dynamics in Organizations"  
 11) Hodge, B.J. et al. Organization Theory: a Strategic Approach. Selected readings

Course Requirements:

Papers should be printed out and handed in on the day that they are due. I will **not** accept any assignments electronically (through email or on Blackboard). Papers submitted after the assigned date will be penalized one letter grade for each day they are late. Make-up exams will be given only in extreme circumstances such as illness or family emergency and will be given at the professor's discretion.

*Short Assignments (25%)* : You will be asked to complete two short papers.

1) Profession Assignment (15%), and 2) Speaker Assignment (10%). Speaker Assignments are due the class period before a speaker is scheduled, **not** on the day of the speaker's presentation. A sign up sheet will be passed around the second week of class listing the scheduled speakers and the date of each presentation. Each student will sign up for one of these speakers.

*Group Project (25%)*: Each group of 5 people will be asked to find an organization that has undergone a design change and write a 10-12 page paper (double-spaced) examining the organization before and after and the causes of the change (15%). Each group will present their findings to the class (10%).

*Participation (10%)*: This portion of your grade includes attendance, contributions to class discussions, and evaluations of group presentations.

Short Assignments (2)	25% total
Exams (2)	40% total
Group Project (1)	25%
Participation	10%

Reading Schedule:

Reading Assignments should be completed by the specified date. This will facilitate discussion and enable your participation in class.

<b>Date</b>	<b>Topic</b>	<b>Readings</b>	<b>Assignments</b>
1-6, T	Introduction to class		
<b>Date</b>	<b>Topic</b>	<b>Readings</b>	<b>Assignments</b>
1-8, H	Introduction to material	Daft, Chapter 1,	
1-13, T	History	Glass, "Understanding	

		Organizations in the Workplace” Montana and Charnov, Chapter 2	
1-15, H	Strategies and Design of Organizations	Daft, Chapter 2	
1-20, T	Organization Structure	Daft, Chapter 3	
1-22, H		Video- Walmart	Reorganization Assignment: Topic Due
1-27, T,		Daft, Chapter 4 Read a Business Plan Sample Business Plans: <a href="http://www.bplans.com/">http://www.bplans.com/</a> <a href="http://www.businessplans.org/">http://www.businessplans.org/</a>	
1-29, H	Open System Design Elements	Daft, Chapter 5 Video- “Made in America? An Automobile Story”	
2-3, T		Daft, Chapter 6, p Smith “Nonprofit Organizations in International Development	
2-5, H	Manufacturing and Service Economies	Daft, Chapter 7	
2-10, T		<b>TEST</b>	
2-12, H	Culture/ Ethics	Daft, Chapter 10 (359-374) Montana and Charnov, Chapter 3	
2-17, T		Burgess, “Women Board Directors: Characteristics of the Few” Humphrey, Jill C. “Organizing Sexualities, Organized Inequalities, Lesbians and Gay Men in Public Service Occupations” <i>Organizational Behavior</i> -chapter 8	
2-19, H	Politics	Hill, “Power Dynamics in Organizations Montana and Charnov C-22	Profession Assignment
<b>Date</b>	<b>Topic</b>	<b>Readings</b>	<b>Assignments</b>
2-24, T		Weisbrod, “The Future of the Non-profit Sector” Gazell, “Drucker on Effective Public Management”	

2-26, H	Innovation	Daft, Chapter 11 Borins, "Encouraging Innovation in the Public Sector"	
3-3, T		Speaker: P& G	
3-5, H		Video: "Scott Nearing"	Reorganization- Paper Due
3-10, T			Reorganization- Group Presentations
3-12, H			Reorganization- Group Presentations
3-19, H		<b>FINAL</b>	4:00- 6:00 pm (as dictated by the official University calendar)