

BAS 322 – ORGANIZATION THEORY
Tue and Thu 16.20-17.35 Online

Instructor:	DR. S. NAZLI WASTI PAMUKSUZ
Office:	FEAS Building B, H 122
Phone:	210 2010
E-mail:	nazli@metu.edu.tr
Office Hours:	By appointment
Course Web Page:	https://odtuclass...
Course Description:	
<p>The purpose of this course is to use lectures, videos, class exercises, and case studies to introduce students to theories and concepts that are useful in understanding organizations. Given the domination of organizations in society, it is important to understand and subsequently use the tools provided by organization theory in order to better understand how organizations affect us and how we can shape them. This course is meant to provide students with some of those tools, allowing them to better analyze complicated organizations and organizational situations, and to discover ways of dealing more effectively with them.</p>	
Course Student Learning Objectives: (CSLOs)	
<p><i>Upon successful completion of this course, students should be able to:</i></p> <p>Course Specific Skills:</p> <ol style="list-style-type: none"> 1. Understand multiple theoretical perspectives on organizations and the relevant terminology 2. Be able to apply these various perspectives in analyzing organizations and organizational problems 3. Assess various organizational configurations and identify appropriate ones for the situation <p>Discipline Specific Skills:</p> <ol style="list-style-type: none"> 4. Identify the interaction between macro-organizational concepts and the core business functions 5. Develop foundational skills for advanced courses in Organizational Change Management, Organizational Culture <p>Personal and Key Skills:</p> <ol style="list-style-type: none"> 6. Apply knowledge learned to case studies and actual organizations 7. Develop discussion skills 8. Write case/company analysis reports 9. Enhance presentation skills 	
Learning and Teaching Methods:	
<p>This course is going to make use of formal lectures, in-class case discussions and exercises, videos, and a real life company case assignment.</p>	
Required Reading:	
<p>Jones, Gareth R., Organizational Theory, Design, and Change: Text and Cases, 7th Edition, Prentice-Hall, 2013 The book is available through the METU Bookstore at https://www.odtuden.com.tr/. The textbook is also available in the library reserve and stacks. Students can use older editions of this text; however, they will be responsible for tracking which chapter corresponds to the material covered in class. Students may also be assigned additional reading materials from time to time. All course documents can be accessed via the ODTUClass system.</p>	

Assessment and Grading:				
Form of Assessment	% Contribution	Size of the assessment	CSLOs covered by the assessment	Feedback Method
Written Examination 1	35	3 x ~15-minute true-false and multiple choice-type examinations	1, 2, 3, 4, 5	Written and oral (in class and in person)
Written Examination 2	35	3 x ~15-minute true-false and multiple choice-type examinations	1, 2, 3, 4, 5	Written and oral (in class and in person)
Term Project Report	10	Self-study hours (10 hours)	1, 2, 3, 4, 5, 6, 8, 9	Written and oral (in person)
Simulation	10	Class exercise during regular lectures		Written and oral (in person)
Case Discussions, Attendance, Participation	10	Class participation during regular lectures	6, 7	Oral (in person)

Course Policies:

This course does not have a final exam.

The exams will be during class hours.

No "extra" work above the aforementioned will be accepted or credited.

Makeup Examination: There will be no make-ups for the exams without an approved excuse or a medical report. If you have a time conflict, please contact me ahead of time.

Midterm Exams: Each midterm exam will be made up of three short true-false and multiple-choice sub-exams covering the same topics. Everything in the chapters covered, class discussions, and cases covered will be included. The short sub-exams will cover everything since the beginning of the term or since the last midterm exam.

Class participation: A significant portion of the class will be spent discussing the related readings or cases. Please note that attendance does NOT mean participation. You are encouraged to demonstrate your knowledge of the assigned material or make comments during class. You may also be called on randomly. In participation, quality is more important than quantity. Class participation will be graded at the end of the term on a scale of 0 to 4 (4=A). Students who have not submitted their **Student Information Sheets** (downloaded from the ODTUClass system) with a photo embedded by **October 28th, 2021**, to ODTUClass will NOT receive a participation grade.

Simulation report: Students will work on an organizational design simulation in groups of **maximum 2 students**. At the end of the simulation, the groups will present a maximum 3-page report (1.5-spaced font) explaining their strategies and lessons learned, and will also provide their best result outputs as an appendix. Pay for simulation at the Harvard coursepack website at <https://hbsp.harvard.edu/...> Detailed instructions are at the end of the syllabus.

Living Case Term Project: Students are required to study an organization and submit a written report. You will be responsible for finding an organization that will let you conduct the required analyses. You may pick manufacturing or service organizations, not-for-profit and voluntary organizations, governmental organizations, parts of METU or any other university, a major department, or an entire company as your focus. The project should investigate the state of an organization and its use (or lack of use) of OT principles.

The research project may be conducted in teams of **up to 3 people**; i.e., it may be done in smaller groups or individually. **Present (using a one-page slide if you like) your team composition, team name, logo, motto, and**

the name of the organization you will be studying on October 28th, 2021. Every member of the team is responsible for the research, presentation, and report, and the project grade will hold for every team member. If there are cases of non-productive team members, teams are expected to first address this problem themselves. If a team cannot do so, the instructor should be notified well before the project due date so that appropriate action may be taken. Peer evaluations will also be submitted with your projects.

The projects will be turned in to Turnitin by **January 24, 2022, 5 pm** (login information will be provided in due course—one submission per team is enough, noting all team member names on the cover page). Late project papers and papers severely exceeding the page limits will NOT be graded unless you have a legitimate excuse cleared in advance. You may submit your papers earlier than the deadline.

You are expected to answer the following questions for your report:

I. Boundary: Where is the system boundary for the purposes of your project?

System mission: Who are the stakeholders and what do they need from the organization? What are the current mission and goals of the organization? Identify areas where there are significant differences between desired and actual outputs.

II. The External Environment & the Organizational Context

External environment: List the general and specific sectors of the environment that affect the organization and describe how they influence the organization and its strategy. Characterize the degree of complexity (simple vs. complex), dynamism (stable vs. dynamic), and richness of the environment for this organization. Consider how the organization manages symbiotic/competitive interdependencies and what kinds of linkages it has formed with other organizations.

Technical systems analysis: Analyze the current organizational technology using the three theories discussed in class.

Formal organization analysis: Analyze the current formal organizational structure by first discussing how the organization is in terms of differentiation, span of control, standardization, centralization/decentralization, formalization, complexity, specialization, integration mechanisms, etc. Identify the type of structure the organization has and provide an organization chart. Discuss whether the organizational structure matches the organizational environment and size and life cycle phase of the organization.

Organizational culture analysis: Discuss the characteristic ways in which members of your organization act. Are any stories about events or people typically used to describe the way the organization works? How does the organization socialize employees? How does its culture benefit or harm the organization?

III. Recommendations: Based on your findings, what changes do you suggest would benefit this organization? If no change would be helpful in this organization, explain why the organization is already doing well using OT principles. Do not simply state recommendations without justifying why they are needed in terms of your previous analyses and course concepts.

General Format for Your Paper

Your report should be **maximum 15 pages** (not including appendices) in length, 1.5-spaced. You should explicitly draw on course concepts. It is not necessary to provide detailed summaries of the concepts themselves but rather to use them correctly. Provide all references used at the end of your paper in proper referencing format (look at the end of any textbook or journal article on how it is done). No more than 10% of your work should be direct citations from other authors. **Plagiarism is a crime.** Do not copy statements out of websites or published material without putting them in quotes and providing the proper reference. Use your own words. Your report will be examined for plagiarism via Turnitin. Points will be taken off for non-professional, sloppy work (spelling mistakes, poor English, untidy looking paper, improper referencing, no table of contents or page numbers, figures or tables without titles/numbers/sources, etc.)

Project Presentations

The projects will be presented during class hours on **January 18-22, 2022.** All team members have to participate in the presentation. The order of presentations will be determined randomly. If your group

cannot make it on a certain date, it is your responsibility to find a group willing to swap dates with you. Projects will be evaluated on both content and delivery. Delivery includes whether your project presentation is interesting, professional, well-rehearsed, and clear. Are your transparencies, handouts, and slides readable, free of typos, informative, and interesting? Were you able to adequately answer any questions coming from the audience? Have you managed your time effectively and finished your presentation on time? The audience will send me a feedback email (three things they found positive, three things that could be improved) after each presentation, which I will anonymously collate and send to the presenters after all presentations are completed.

The following table gives the tentative schedule for the semester. The lectures will stress the most important and/or most difficult material. Adjustments may be required in the schedule.

Dates	Chapter(s)
Oct 19-26	OT definitions, measures of effectiveness—Jones Chapter 1, 2, case discussion
Oct 28-Nov 4	Organizational environment—Jones Chapter 3, case discussion <i>Presentations of team compositions on October 28.</i>
Nov 9-16	Basic definitions to describe organizations—Jones Chapter 4, case discussion
Nov 10-17	Weber and bureaucracy—Jones Chapter 5, in-class exercise, Modern Times video
Nov 18-25	Organizational design—Jones Chapter 6, case discussion (Sub-exams for Midterm 1 end of each class hour)
Nov 30-Dec 7	Organizational culture—Jones Chapter 7, culture exercise
Dec 9-14	Organizational design in an international environment—Jones Chapter 8
Dec 16-23	Organizational technology—Jones Chapter 9, King Soopers Bakery video, case discussion
Dec 28-Jan 4	Organizational life cycle—Jones Chapter 11, case discussion, simulation
Jan 6-13	Sub-exams for Midterm 2 beginning of each class hour
Jan 18-20	Project presentations

Course Policies:

STUDENT DISABILITIES: Any student, who, because of a disabling condition, may require special arrangements in order to meet course requirements, should contact the instructor as soon as possible. Students should present the appropriate documentation from the university's Disability Support Office (Engelsiz ODTÜ Birimi, ODTÜ Kütüphanesi, Solmaz İzdemir Salonu, Tel: 2107196; engelsiz@metu.edu.tr) verifying their disability, and outlining the special arrangements required. Please note that no accommodations will be provided to the disabled students prior to the completion of this approved University process.

ACADEMIC DISHONESTY: The Department of Business Administration has no tolerance for acts of academic dishonesty. Such acts damage the reputation of METU, the department and the BA/MBA/MS degree and demean the honest efforts of the majority of the students. The minimum penalty for an act of academic dishonesty will be a zero for that assignment or exam.

CHEATING: All university, faculty/institute, and department principles on academic honesty will be strictly enforced. The usual consequence for academic dishonesty is failure of the course and referral of the case to the Dean of the Faculty/Institute for additional disciplinary action. Examinations are individual and are to be completed without outside assistance of any sort. Persons observed cheating during examinations will receive a failing grade in the course. Homework assignments are individual, unless otherwise specified by the instructor, and are to be completed without outside assistance of any sort, as well. Persons observed cheating in their homework assignments will receive a score of zero for the portion of the semester grade that is allocated to such assignments.

PLAGIARISM: The instructor assumes that students will do their own work. By placing their names on assignments (individual or team), students are affirming that the contents are their original work. Any

previous work available from files or past students, as well as materials available on the internet may be used only as a suggestive model. Violation of this provision will be considered as unethical behavior, subject to disciplinary action. If you have any doubt about the use of a specific material, see the instructor ahead of time. Any material used from outside sources should be referenced appropriately.

METU HONOR CODE

Every member of METU community adopts the following honor code as one of the core principles of academic life and strives to develop an academic environment where continuous adherence to this code is promoted.

"The members of the METU community are reliable, responsible and honorable people who embrace only the success and recognition they deserve, and act with integrity in their use, evaluation and presentation of facts, data and documents."

How to access your Harvard Coursepack(s) as a student:

Once your course materials have been created, you will be sent a course link to your course. The course URL will look similar to this: <http://hbsp.harvard.edu/cb/access/6385986>. The numbers at the end of this link are the specific identifier for this unique course.

Once you have accessed the link to your respective Harvard Business Publishing coursepack, you will navigate to this screen.

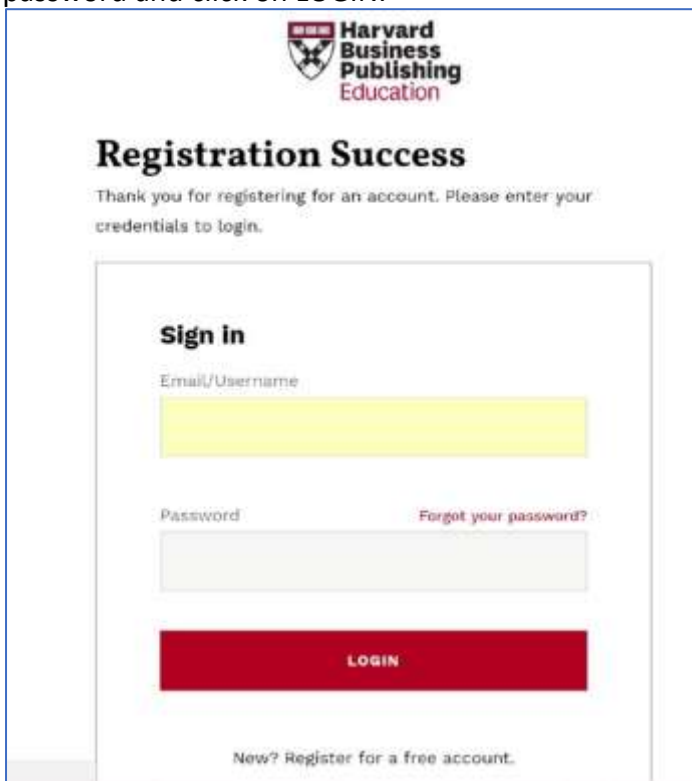
- If you have never registered on our educator's site, please click on "REGISTER".
- If you have already registered as a student when accessing a prior course on our site, please sign in with your username and password and you will be able to access the coursepack immediately.

The screenshot shows a login/register page for a course. On the left, it displays course information: "Course Number N/A", "Denise Lau", and "May 16, 2018 - Nov 12, 2018". Below this is the "Coursepack Name" field. On the right, there is a "Login or Register to access the materials assigned to this course" section. This section contains a "Sign in" form with fields for "Email/Username" and "Password", a "Forgot your password?" link, a red "LOGIN" button, and a "New? Register for a free account." link with a "REGISTER" button. Two callout boxes are present: a blue arrow pointing to the "Sign in" section with the text "Sign in here if you already have a student HSP username and password", and an orange arrow pointing to the "REGISTER" button with the text "If you are new to HBP, click on REGISTER to create a HBP student account".

If you are registering for an account, after clicking "REGISTER," this is the screen you will navigate to in order to begin your short registration process. Please fill in all the required fields and click on "SUBMIT APPLICATION".

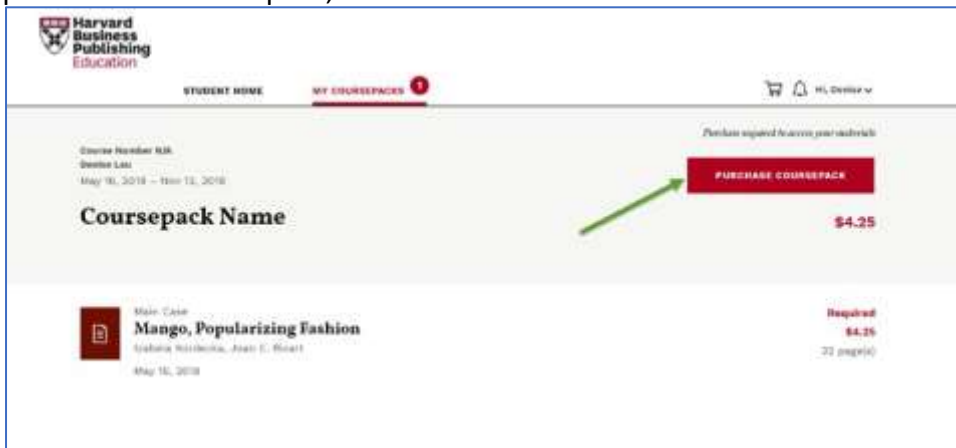
The screenshot shows the "Apply for a Student Account" registration form. At the top left is the Harvard Business Publishing Education logo. The navigation bar includes "CATALOG", "TEACHING TOOLS", "SIGN IN", and "REGISTER NOW". The form is divided into three sections: "Apply for a Student Account" with fields for "School *", "Address *", and "Email or Password *"; "Contact Info" with fields for "First Name *", "Last Name *", and "Company (optional)"; and "Program Details" with fields for "Program Length *", "Department/Institution *", and "Company (optional)". A red "SUBMIT APPLICATION" button is at the bottom. A red error message "Please enter a valid email address" is visible next to the "Email or Password" field.

Once your registration is successful, you will be navigated to this screen below. Enter your username and password and click on LOGIN.



The image shows a 'Registration Success' page from Harvard Business Publishing Education. At the top, the logo and name are displayed. Below the heading, a message thanks the user for registration and prompts them to log in. A 'Sign in' section contains a text input field for 'Email/Username', a 'Forgot your password?' link, a text input field for 'Password', and a red 'LOGIN' button. At the bottom, there is a link for 'New? Register for a free account.'

Once logged in, you will see “MY COURSEPACKS” and the coursepack you need to access is in there. To purchase the coursepack, click on PURCHASE COURSEPACK.



The image shows a user's 'MY COURSEPACKS' page. The navigation bar includes 'STUDENT HOME' and 'MY COURSEPACKS' with a notification badge. A 'PURCHASE COURSEPACK' button is highlighted with a green arrow. Below, a coursepack listing for 'Mango, Popularizing Fashion' is shown with a price of \$4.25 and a 'Required' status.

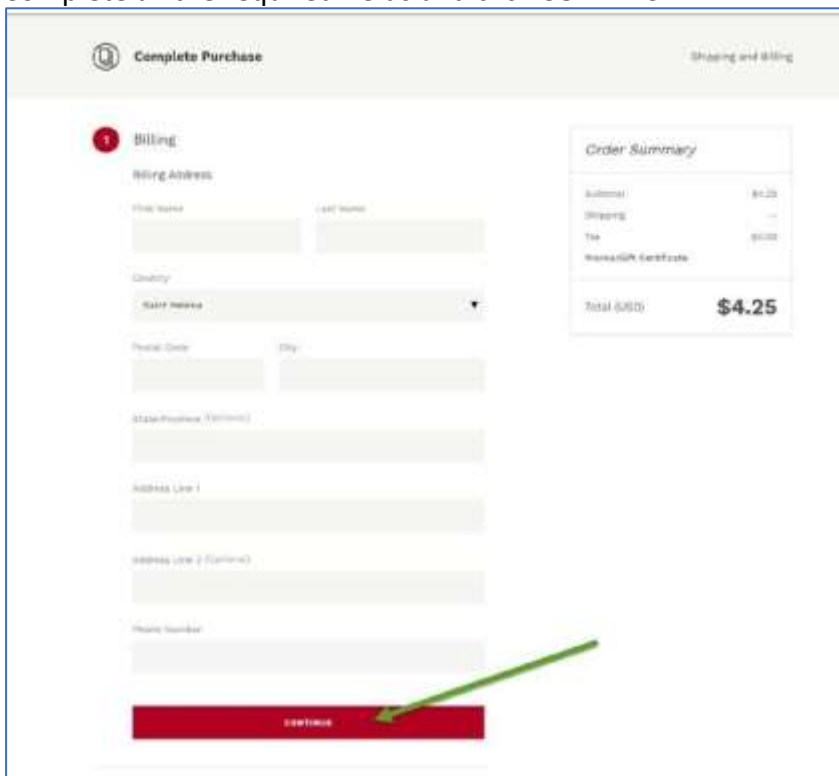
Coursepack Name	Price
Mango, Popularizing Fashion	\$4.25

Then in the next screen below, click on "PROCEED TO CHECKOUT".



The screenshot shows a 'Purchase Coursepack' interface. At the top left is a shopping cart icon and the title 'Purchase Coursepack'. At the top right is the text 'Select optional items'. Below this is a list of items, with one item visible: 'Coursepack' with the name 'Coursepack Name' and 'Added by Professor Denise Lian'. To the right of the item name, it says '1 required item(s)' with a red checkmark icon and a price of '\$4.25'. Below the item list, on the right side, is the text 'Subtotal: \$4.25'. At the bottom center, there is a red button labeled 'PROCEED TO CHECKOUT'. A green arrow points from the item list area down to the 'PROCEED TO CHECKOUT' button.

Complete all the required fields and click CONTINUE.



The screenshot shows a 'Complete Purchase' interface. At the top left is a shopping cart icon and the title 'Complete Purchase'. At the top right is the text 'Shipping and Billing'. Below this is a 'Billing' section with a red '1' icon. The 'Billing Address' section contains several input fields: 'First Name', 'Last Name', 'Country' (with a dropdown menu), 'Postal Code', and 'City'. Below these are 'State/Province (Optional)', 'Address Line 1', 'Address Line 2 (Optional)', and 'Phone Number'. To the right of the billing section is an 'Order Summary' box. It lists: 'Subtotal: \$4.25', 'Shipping: --', 'Tax: \$0.00', and 'Research Certificate'. At the bottom of the 'Order Summary' box, it says 'Total (USD) \$4.25'. At the bottom center of the page, there is a red button labeled 'CONTINUE'. A green arrow points from the 'CONTINUE' button up towards the 'Billing' section.

Confirm your billing details and select mode of payment.



Billing

Denise Lau
87330488
61 Telok Blangah Heights / #10-109
Singapore, 100061 / Singapore

EDIT

Order Summary

Subtotal	\$4.25
Shipping	---
Tax	\$0.00
Promo/Gift Certificate	

Total (USD) **\$4.25**



Payment

Payment Method

Credit Card

Credit Card Number

Expiration

Name on Card

CVV

PayPal

Fill this in to pay by credit card

To pay with a PayPal account, please select this and you will be brought to PayPal's site to login to your account

PLACE ORDER

Once payment is successful, you will see this screen below. Click on "GO TO COURSEPACK" to access the purchase materials in the coursepacks.

Order Confirmation

Thank you, your order has been placed!

An order receipt has been emailed to you.

Order Number: 25832

GO TO COURSEPACK