

Organisation Theory

Lecturer: Sergey A. Barcov

Class teacher: Sergey A. Barcov

Course description

The Organisation Theory is a two-semester course for the 4-rd year ICEF students. This is an intermediate course for the students specialised in Economics and Management. "Introduction to Management and Business" course is a prerequisite, as well as Economics and Sociology courses. The course is taught in English.

The course comprises a number of basic approaches to organisation theory in the historical as well as in the methodological aspects. The development of the organisation theory during XX century is presented in its relation to the social and economical processes of that period. At the end of the course a phenomenon of globalisation is studied. It intensifies the interaction between cultures which has a great influence on the functioning of national as well as multinational companies.

Teaching objectives

The organisation theory is a fundamental subject within modern managerial education. The purpose of the course is to present the fundamental concepts of the organisation theory. Introduction to various approaches to an organisation must teach the students to complete macro- and micro-analysis of organisations in the context of their development and interaction with the environment. The main purpose of the course is to create modern outlook that could be a basis for practical work in any management position.

Teaching methods

The following methods and forms of study are used in the course:

- classes
- seminars
- self-study

Grade determination

A grade is calculated as weighted average with the following weights:

First semester:

- 30% — classwork and written home assignments;
- 30% — tests;
- 40% — winter examination.

Final grade:

- 40% — first semester;
- 10% — spring classwork and written home assignments;
- 10% — spring tests;
- 40% — final examination.

Main reading

English book by G. Morgan “Organisations in Society”, MacMillan 1990 and textbook in Russian Гибсон Дж.Л., Иванцевич Дж., Донелли Дж Х., мл. Организации: поведение, структуры, процессы. - М.: ИНФРА-М, 2000 are considered as main textbook. There is also a study guide by G. Morgan for the University of London programme.

In the supplementary reading there are a lot of books which have become classical readings in organisation Theory and Management. During the last decade a lot of translations were made in Russian and the books are really available.

1. Барков С.А. Теория организаций/ Руководство для студентов. - М, МИЭФ, 2004
2. Барков С.А. Социология организаций. - М.: МГУ, 2005
3. Гибсон Дж.Л., Иванцевич Дж., Донелли Дж Х., мл. Организации: поведение, структуры, процессы. – М.: ИНФРА–М, 2000.
4. Кравченко А.И. История менеджмента. – М., 2000
5. Шелдрейк Р.Х. Теория менеджмента: от тейлоризма до японизации. – СПб.: Питер, 2001.
6. Щербина В.В. Социальные теории организации (словарь). – М.: ИНФРА–М, 2000.
7. Nuczynski A., Buchman D. Organizational Behaviour. -Prentice Hall, 2001
8. Morgan G. Organisations in Society. - Polgrave, 2001
9. Pugh D.S. Organization Theory. – Penguin, 1997

Additional reading

1. Виссема Х. Менеджмент в подразделениях фирмы.— М., 1996
2. Виханский О.С., Наумов А.И. Менеджмент: человек, стратегия, организация, процесс.— М., 1995.
3. Друкер П.Ф. Задачи менеджмента в XXI веке.— М.-СПб.-Киев, 2000
4. Дункан У.Дж. Основопологающие идеи в менеджменте.— М., 1996.
5. Кастелльс М. Информационная эпоха.— М., 2000
6. Мескон М.Х., Альберт М., Хедоури Ф. Основы менеджмента. — М., 1992.
7. Тейлор Ф.У. Менеджмент. — М, 1992.
8. Тейлор Ф.У. Принципы научного менеджмента. — М, 1992.
9. Уильямсон О.И. Экономические институты капитализма.— М.,1996
10. Файоль А. Общее и промышленное управление. — М., 1992.
11. Форд Г. Моя жизнь. Мои достижения. — М., 1989.
12. Форд Г. Сегодня и завтра. — М., 1992.
13. Шайн Э. Организационная культура и лидерство.— СПб, 2001
14. Эмерсон Г. Двенадцать принципов производительности. — М., 1997
15. Burrell G., Morgan G. Sociological Paradigms and Organisational Analysis. - Heinemann, 1979
16. Clark P. Organizations in action : competition between contexts. — L., 1999
17. Guillen M.F. Models of Management: Work, Authority and Organisation in Comparative Perspective. - Chicago: University of Chicago Press, 1994.
18. Burrell G., Morgan G. Sociological Paradigms and Organizational Analysis. - Ashage, 2003
19. Clegg S. Modern Organizations, 1999
20. Clegg S. Modern Organizations. Organization Studies in the Postmodern World, 2000

21. Douma S. Economic Approaches to Organizations. — Prentice Hall, 1992
22. Jones G.R. Organizational Theory, 2001
23. Morgan G. Images of Organization. — Sage, 1996
24. Needle D. Business in Context, 2002
25. Pugh D.S. Great Writers on Organizations. — Ashage, 1999
26. Stonehouse G. Global and transnational business: Strategies and management. — John Wiley & Sons, 2004
27. Whitley R. Business Systems in East Asia, 1999
28. Anthropology of organizations / ed. by Wright, S. — N.Y., 1994

Internet resources and databases

1. http://carbon.cudenver.edu/~mryder/itc_data/postmodern.html#horkheimer
2. <http://tech.groups.yahoo.com/group/OrgComplexity/>
3. <http://groups.yahoo.com/group/peopleinorganizations/>
4. <http://groups.yahoo.com/group/organizationtheory/>
5. <http://groups.yahoo.com/group/OrganizationCourse/>
6. <http://www.economyprofessor.com/economictheories/organization-theory.php>
7. <http://business.nmsu.edu/~dboje/postmoderntheory.html>
8. <http://www.pracademicspress.com/ijotb.html>
9. http://media.karelia.ru/~resource/econ/Teor_org/
10. http://www.socioego.ru/teoriya/istoch/zanc/zan_teor_org_sod.html
11. http://en.wikipedia.org/wiki/Organizational_studies
12. <http://ecsocman.edu.ru/db/sectx/124/>

Course outline

1. Introduction to Organisation Theory

An object of study. Methodology of organisation theory. Key concepts of organisation theory. Relations of organisation theory with other managerial disciplines.

Щербина (с.191–192), Morgan (Ch. 1), Кравченко (гл. 3), Pugh D.S., Jones G.R.

2. Organisation Theory and Scientific Management

Basic Taylor's assumptions. A worker as a resource. A problem of co-operation and paternalism. Rationalisation of work. Organisational principles of simple production work (specialisation, external control). Specialisation in administration work. Line structure and its critics. Taylor's disciples (H.Gantt, The Gilberth).

Тейлор, Форд, Эмерсон, Шелдрейк (гл. 2–4), Guillen (Ch. 2).

3. Scientific Management in Russia and other Countries

The inapplicability of scientific management to non-American systems. The social and economic environment in the USA in the beginning of XX century. The situation in Europe in this period.

Taylor successors in Soviet Russia (Gastev, Vitke, Dunoevsky and others). Experimental sociology and psychology in Soviet universities and institutes in 1920-s.

Scientific management and its influence in the post-war time. Job design and work measurement in south-eastern Asia. Nowadays mass production.

Guillen (Ch. 3–6), Whitley R.

4. Organisational Structure

Traditional structures of American firms: holdings (conglomerates) and functional structures. The basic challenge for Sloan in GM. Emergence of M-firm. Balance of centralisation and decentralisation. Reducing of external and internal risks. Dependence on stock market and the predominance of financial strategy in M-structures. The future of M-structures.

Шелдрейк (гл. 13), Guillen (Ch. 2), Pugh D.S., Jones G.R., Huczynski A., Buchman D. (ch. 13–15).

5. Modern tendencies in the Development of Organisational Structures

Models and structures. Relationship between a model and a structure. Weber's "ideal" bureaucracy as an organisational model.

Goal setting and organisational structure. Functional organisational structure. M-form. Technology and its influence on the organisational structure.

Matrix structure: its advantages and shortcomings. Concept of network organisation. Complex organisational structures (trust, conglomerate, holding). Organisational structure and social context.

Гибсон и др. (гл. 14), Guillen (Ch. 2), Pugh D.S., Jones G.R., Виссема., Huczynski A., Buchman D. (ch/ 13–15).

6. Fordism and Organisation Theory

Henry Ford as outstanding business reformer. Assembly line and its social and economic consequences. Mass production and work alienation. \$5-wage and the emergence of middle class. Fordism as a social and philosophical system. Fordism and world competition.

Форд, Шелдрейк (гл. 9), Guillen (Ch. 2), Clegg S.(2002).

7. Human Relation Approach in Organisation Theory

Background and circumstances of the Human relation approach emergence. Hawthorne studies and their interpretation. «Human being as a Social Animal». Informal organisation. Human relations theories and Scientific management. Content theories of motivation. A problems of job enrichment. McGregor's theories X and Y.

Шелдрейк (гл. 11), Щербина (с.219–221), Guillen (Ch. 2), Morgan.

8. Groups and Leadership in Organisations

The role of leadership crucial to motivation. The Taylorist view on management as responsible for the implementation of the work system Human relations theories and change in the management role interpretation. Different types of leadership (autocratic and democratic, participative and directive). The distinction between managers and leaders. The role of groups. Group dynamic. Typology of groups in organisation.

Кравченко (гл. 18–21), Шелдрейк (гл. 8, 11, 14–16), Guillen (Ch. 2), Pugh D.S., Huczynski A., Buchman D.(ch. 9, 10, 11, 21).

9. Contingency Theories and Situation Approach

A concept of social system. Open and closed systems. A synthesis of the ideas of classical organisation theory and Human relation approach. Studies of J. Woodward. A concept of technology. Relationship between technology and social organisation. Technology as a contingency parameter.

The Aston studies. Elements of organisational structure: specialisation of roles, standardisation of rules and procedures, standardisation of employment practices, formalisation of instructions and procedures, centralisation of decisions, spans of control, length of the management chain of command, numbers of specialised support staff. Four main types of structure: personnel bureaucracies, workflow bureaucracies, full bureaucracies, non-bureaucracies

Щербина (с. 135–136), Guillen (Ch. 2), Morgan, Pugh D.S..

10. Organisational Culture

The notion of organisational culture modern Organisation Theory. The rise of the public interest to Organisational Culture in the end of 1970-s. The norms and values of the members of organisation. The involvement and participation in the work process as a cultural value. Positive and negative aspects of co-operation, teamwork, flexibility, integration, competition, individualism, job demarcations and hierarchy. Peters and Waterman's key characteristics of the best American companies.

Hofstede's study of organisational cultures in different countries. The problem of typology of organisational cultures. The key points of organisational culture of Russian companies.

Виханский & Наумов, Шайн, Шелдрейк (гл. 19, 20), Guillen (Ch. 2), Huczynski A., Buchman D. (ch. 19).

11. Critique of American System. New Paradigms of the Organisation Theory

A concept of paradigm. Problems of organisational paradigm. The functionalist paradigm. The interpretive paradigm. The radical humanist paradigm. The radical structuralist paradigm. Organisation metaphors (Morgan's images of organisation). Post-modernism in organisation theory.

Morgan (Introduction), Burrell G. & Morgan G., Morgan G. (1996).

12. Marxism, Feminism and Organisation Theory

Marxist influence on Organisation. Organisations as structures of domination. Labour process theory. Braverman's theory and his interpretation of Taylor and Ford's work. The routinisation and fragmentation of work as mechanisms to de-skill the worker and make the worker dependent on the capitalist. The development of labour process theory. The clash between skilled workers and managers attempting to de-skill. Contradictions between different parts of the workforce.

Critical theory. The designation "critical theory". Habermas's work. Technical rationality in organisations. Development a non-objective view of management techniques and organisational processes.

Gender in Organisations. Organisation Theory as reflected male dominance within society and organisations. The gendered nature of organisational life. Job design, labour markets and equal opportunities. The barriers to equal opportunities.

Барков (с. 44–50), Валлерстайн, Шелдрейк (гл. 18), Morgan (ch. 3), Clegg S. (1999, 200).

13. Population Ecology Approach to Organisations

Critique of innovation and strategic conceptions of organisation development. Rational-natural and conflict-balance development models. External environment as cultural ambience, a set of ecological niches, competition and

environment. The principle of Isomorphism. Ecosystem. Conservative nature of organisations. A concept of natural selection of socio-cultural samples.

Щербина (с. 122–124), Morgan (Ch. 5).

14. Institutionalism, Neoinstitutionalism and the Nature of Organisations

Elements of the theory of the firm. Inter-firm networks. Transaction cost. A concept of institutionalism. Evolutionary economics and a transformation of the firm. The neo-institutionalist economics of D. Norton. Main governance factors in sectors and fields. Whitley's five business systems.

Morgan (ch. 5), Щербина (с. 112–116), Дуота S.(ch 7, 9), Whitley R.

15. Organisations in Post-industrial Society. Post-Fordism

New types and dimensions of competition. The key characteristics of Post-Fordism: a flexible production process based on flexible machines; process innovations rising incomes for polyvalent skilled workers and increased demand for new differentiated goods. Nations, competition and Post-Fordism.

Иноземцев, Guillen (Ch. 7), Барков С.А. (2002), Clegg S.(2000 - ch. 6,7).

16. Globalisation of Organisation Activity

Phenomenon of globalisation. Multinational corporations and national cultures. Main stages of a global company development: local, national, international, global. Characteristics of a global company.

Барков (гл. 6), Валлерстайн, Гибсон и др. (гл. 3), Дэниелс&Радеба, Whitley R.

Distribution of hours

#	Topic	Total hours	Contact hours		Self study
			Lectures	Seminars	
1.	Introduction to Organisation Theory	20	4	4	12
2.	Organization Theory and Scientific Management	20	4	4	12
3.	Scientific Management in Russia and other Countries	20	4	4	12
4.	Sloan and Organisational Structure	20	4	4	12
5.	Modern tendencies in the Development of Organisational Structures	20	4	4	12

#	Topic	Total hours	Contact hours		Self study
			Lectures	Seminars	
6.	Fordism and Organisation Theory	20	4	4	12
7.	Human Relations Approach in Organisation Theory	20	4	4	12
8.	Groups and Leadership in Organizations	20	4	4	12
9.	Contingency Theories and Situation Approach	20	4	4	12
10.	Organisational Culture	20	4	4	12
11.	Critique of American System. New Paradigms of the Organisation Theory	20	4	4	12
12.	Marxism, Feminism and Organisation Theory	20	4	4	12
13.	The Population Ecology Approach to Organisations	20	4	4	12
14.	Institutionalism, Neoinstitutionalism and the Nature of Organisations	24	6	6	12
15.	Organisations in Postindustrial Society. Postfordism	20	4	4	12
16.	Globalisation of Organisation Activity	20	4	4	12
Total:		324	66	66	192