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


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
4. Кравченко А.И. История менеджмента. – М., 2000
Additional reading

1. Виссема Х. Менеджмент в подразделениях фирмы.— М., 1996


3. Друкер П.Ф. Задачи менеджмента в XXI веке.— М.-СПб.-Кiev, 2000

4. Дункан У.Дж. Основополагающие идеи в менеджменте.— М., 1996.

5. Кастелльс М. Информационная эпоха.— М., 2000


9. Уильямсон О.И. Экономические институты капитализма.— М.,1996


13. Шайн Э. Организационная культура и лидерство.— СПб, 2001

14. Эмерсон Г. Двенадцать принципов производительности. — М., 1997


19. Clegg S. Modern Organizations, 1999

21. Douma S. Economic Approaches to Organizations. — Prentice Hall, 1992


25. Pugh D.S. Great Writers on Organizations. — Ashage, 1999


27. Whitley R. Business Systems in East Asia, 1999


Internet resources and databases

1. http://carbon.cudenver.edu/~mryder/itc_data/postmodern.html#horkheimer


5. http://groups.yahoo.com/group/OrganizationCourse/


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

   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 in 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

   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.


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


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


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 is a cultural value. Positive and negative aspects of cooperation, 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).


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.


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.


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).


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

Щербина (с. 122–124), Morgan (Ch. 5).


Morgan (ch. 5), Щербина (с. 112–116), Диома 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


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

Distribution of hours

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