

Approved by Academic Subcommittee of  
Bachelor's Programme 'HSE and University of  
London Double Degree Programme in  
Economics'  
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## ORGANIZATION THEORY

Lecturer: Prof. Sergey Barcov, Ph.D.

**Prerequisites:** “Business and Management in a Global Context” course is a pre-requisite, as well as Economics and Sociology courses.

**Abstract:**

The Organization Theory is a two-semester course for the 4-rd year ICEF students. This is an elective course for the students specialised in Economics and Management. 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.

**Learning Objectives and Outcomes:**

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.

The student should be able to apply professional knowledge and skills acquired while studying the course in practical areas, including academic research, work in financial institutions, industry, state governance.

**Methods of Instruction:**

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

- classes (2 hours per week)
- seminars (2 hours per week)
- self study

### **Grading System and Knowledge Assessment:**

As forms of final control students pass 1 pass/fail exam (delivered in the winter session) and 2 exams (in the spring session as part of the Russian and British programs).

Forms of continuous assessment are the solution case studies in seminars, preparation of reports, homework, writing 2 essays on the most important issues addressed in the course.

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

1<sup>st</sup> semester:

- 35% - results of continuous assessment (except for 1<sup>st</sup> module test) - solution case studies in seminars (15%), preparation of reports (10%), writing essay (10%);
- 25% - result of the midterm test in the first study module;
- 40% - winter examination.

Final grade:

- 25% - final grade for the first and second study modules.
- 15% - results of continuous assessment (except for midterm tests) in the third and fourth study modules) - solution case studies in seminars (7%), preparation of reports (4%), writing essay (4%);
- 10% - result of the midterm test in the third study module;
- 50% - grade for the final exam.

Sample materials for knowledge assessment are available in ICEF Information system at <https://icef-info.hse.ru>.

### **Required Reading:**

1. Барков С.А., Зубков В.И. Социология организаций. – М.: ЮРАЙТ, 2017.
2. Организационное поведение/ под ред. С.А.Баркова. – М.: ЮРАЙТ, 2018.

3. Duoma S., Schreuder H. Economic Approaches to Organizations. – Prentice Hall, 2002.
4. Huczynski A., Buchman D. Organizational Behaviour. –Prentice Hall, 2001

### **Optional reading**

1. Guillen M.F. Models of Management: Work, Authority and Organisation in Comparative Perspective. – Chicago: University of Chicago Press, 1994.
2. Clegg S. Modern Organizations, 1999.
3. Needle D. Business in Context, 2002.
4. Pugh D.S. Great Writers on Organizations. – Ashage, 1999.

### **Internet resources and databases:**

1. [http://carbon.cudenver.edu/~mryder/itc\\_data/postmodern.html#horkheimer](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/](http://media.karelia.ru/~resource/econ/Teor_org/)
10. [http://www.socioego.ru/teoriya/istoch/zanc/zan\\_teor\\_org\\_sod.html](http://www.socioego.ru/teoriya/istoch/zanc/zan_teor_org_sod.html)
11. [http://en.wikipedia.org/wiki/Organizational\\_studies](http://en.wikipedia.org/wiki/Organizational_studies)
12. <http://ecsocman.edu.ru/db/sectx/124/>
13. <https://hstalks.com/business/>

### **Special Equipment and Software Support**

Laptop, projector, Internet connection

MS Word, MS Excel

## **Course Plan**

### **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.

### **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 Gilberths,t). H.Braverman and deskilling debate.

### **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.

### **4. Organisational Structure. Determinants of hierarchal structures.**

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.

### **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.

### **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.

### **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.

### **8. Groups and Leadership in Organisations. Organisations as Motivationally coordinated mechanisms.**

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.

### **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

### **10. Organisational Culture. Organisations as Culturally coordinated Mechanisms.**

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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 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.

### **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.

### **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.

### **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.

#### **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.

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

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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.

#### **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.