

In The Name Of the
Most Almighty
Organization Theory

Course: Organization Theory, fall 1397, faculty of Management, University of Tehran.

Time: Sundays, 10:00 —12:00, (fall 1397).

Instructor: Ali Asghar Pourezzat (Professor of Public Administration Department)

Assistant: Amin Moeinian (MSc. student of Public Administration)

Office: University of Tehran, College of Management, No.35

Office Hours: 9:00 – 15:00

Phone: (+9821)61117665

Fax: (+9821)88006477

Email: pourezzat@ut.ac.ir

Class Assistant Email: amin.moeinian.74@gmail.com

Course Overview

In this course I will examine Organizational problems associated with the concept of Organization Theory. The purpose of the course is to improve your effectiveness as an analyst or researcher about organizations and their environments by introducing many frameworks through the methodology that are useful for understanding social systems, organizations and their environments.

A basic premise of this course is that the needs of high-level students are highly served by a liberal education rather than book-oriented approaches to organization theories.

Organizational studies methods are classified in the most complicated methods and understanding what the organizations are and how they work, have very important impact on effectiveness of every research's style. Concepts that worked well in the past will not necessarily continue well in the future, and theories already helped one type of research plans, may harm other ones. Thus, an effective professional education should teach you how to make good inferences about what will be correct and what will not be

in particular situations, and how you can learn from your own experiences as well as those of others.

Then, your job is to take the concepts you have learned in class and think about how they apply to your own researches and developing your hypothesis or premises about organization theories.

I. Course Objectives

Like every advanced course that I teach, the general objectives for students are as follow:

- a) To develop the ability to interact with and process the information with a high degree of sophistication;
- b) To develop effective team skills;
- c) To gain effective written and oral communication skills;
- d) To develop the ability to learn independently;
- e) To make continuous improvement during the course.

At the end of this course students should be able to:

- a) To weight the relevance of epistemological approaches to organization studies.
- b) To identify and explore organizational features and concepts, including structures, systems, institutions, imaginations, believes, assumptions, values, symbols, cultures and environments which may influence organizational processes.
- c) To point out and discuss how certain theories about organization can be developed.
- d) To learn how you can theorize your experiences and observations about organization.
- e) To apply research methods and methodological skills to analyze organization processes and designing a better type of organization studies' methods.
- f) To identify organizational structures and processes that may favorably influence the organizational performance.
- g) To understand the nature, scope and historical literature of organization studies.
- h) To understand the variety of academic disciplines those have contributed to the theories and practices of organization theories.
- i) To see, understand and appreciate theories, facts, events, issues, problems, and alternative solutions from more than a single perspective in relation of organizations studies;
- j) To establishing new methods and research plans to studying and recognizing organizational processes.

II. Prerequisite Texts

- ۱) رضائیان، علی. ۱۳۹۲. *مبانی سازمان و مدیریت*. سمت
- ۲) الوانی، سیدمهدی. ۱۳۹۴. *مدیریت عمومی*. نشر نی
- ۳) رایبیز، استیفین. *تئوری سازمان: ساختار و طراحی سازمان*. ترجمه سیدمهدی الوانی و حسن دانایی فرد. انتشارات صفار.
- ۴) پورعزت، علی اصغر و غزاله طاهری عطار. ۱۳۹۲. *سازماندهی و طراحی ساختار*. سمت

III. Required Texts

- 1) Scott, Richard and Gerald Davis. 2007. *Organization and Organizing: Rational, Natural and Open Systems Perspectives*. Routledge.
 - 2) Hatch, Mary Jo and Ann L. Cunliffe. 2013. *Organization Theory; Modern, Symbolic and Post Modern Perspectives*. Oxford.
- ✓ *Required Texts (and Recommended Texts for further study), will submitted by class assistant.*

IV. Procedures and Expectations

1. Students are expected to complete assignments and readings on time and show up in class prepared to discuss about. Active Participation in class discussions is encouraged and expected. Students are encouraged to speak out in class to ask questions and express ideas and opinions. Except under unusual circumstances, assignment grades are reduced if they are not handed over on time. Assignments are due at the beginning of class on the date indicated or class teacher assistant can set it. Any assignment turned in after this time (Just until 2 weeks after deadline) is considered late. Late assignments will receive a 50 % reduction in points awarded.
2. Students have to email their assignments to class assistant on time.
3. All assignments must be typed or generated by a word processor. Handwritten assignments **will not be accepted.**
4. **All student** must study every session topics and subtopics and **submit a summary (a mind map)** of them as a part of their **assignments** before starting the session or the time that assistant sets. This assignment can be handwritten and submitted by paper to assistant.
5. Every session, students have a case study or another type of assignment which should be completed in 1 week and be sent to assistant.

6. Send assignments to assistant Email in a creative manner on time and follow the format bellow:
 - Each assignment at least 2 pages;
 - Case study guideline and sample will be in Appendix
 - Report title: 2-1-1397-OT-Assignment Number-Student family name-first name- student number.
E.g. 2-1-1397-OT-01-Moeinian Amin-430296789
 - File name: 2-1-1397-OT-Assignment Number-Student family name-first name- student number.
E.g. 2-1-1397-OT-01-Moeinian Amin-430296789
 - File Format: Microsoft word and PDF.
 - Use **BZar 14** for Persian and **Times new Roman 12** for English.
 - Finally follow the format in sample file.
7. All students should be ready for quiz every session.
8. Extra points may be considered to encourage students to be diligent.
9. Check your Email every day.
10. Respecting to Classroom Etiquette is very important. While we disagree with other ideas, we should respect them and appreciate our common bond of human dignity. In order to have a positive and safe learning environment, we as a class will have to agree to disagree at times. Some of us may have strong feelings and/or reactions to class materials, readings, etc.
Expressing these reactions is encouraged as long as this is done in a respectful manner. Hostile and/or disrespectful behavior is not allowed. In addition, we must be watchful not to take up too much “airtime” and allow everyone to share. Talking a lot is generally not a good way of actively participating. Instead, carefully listening to others and clearly and concisely expressing your inputs and ideas is the best strategy. Remember to address each other when talking rather than directing your comments to me unless they are solely intended for me.
11. Class attendance is required throughout the semester and on-time attendance is considered mandatory. Coming to class late is a disruption to all members of the class.
12. Sometimes an extra class for reviewing assignments, case studies or etc. is required after normal time of class.
13. We can communicate each other easily; please come and visit me during office hours. I am waiting for you to discuss readings, lecture, grading,

exams, and classroom behaviors. If you cannot come to scheduled office hours, please let me know and I will work something else out. The best way to reach me is through e-mail or Telegram. I will communicate with the class through email or Telegram. Of course, I expect each of you to check email or Telegram on a daily basis.

14. Academic Ethics are very important!

Dishonesty and cheating of any kind **will NOT be tolerated**. Plagiarism is a particular form of dishonesty that presents the work, ideas, or words of another without attribution as if they were your own. It applies to various tasks, including assignments and papers. When doing written work, it is important to cite the original author when your ideas have been developed in previously **published or unpublished work**.

15. Students must turn off cell phones and beepers during the class time.

16. Students should not bring guests to class unless approved by the instructor.

17. Students should not disrupt class by struggling conversations during the class time.

18. Exams will be in essay format. Exam material would include lectures, in-class discussions, and assigned readings. Every effort should be made to attend class on exam day. If an emergency arises, a make-up date may be established (of course if the regulations allow that).

Note that the content of make-up exam will be substantially different from the content of the usual exam.

19. The instructors reserve the right to amend and/or change class policies and procedures.

20. The instructors shall strive to assign grades that are reasonable, accurate reflections of student performance, and fair to other students. The final grade will be allocated between these assignments as follows

I. Course Points

<i>Topic</i>	<i>Point</i>	<i>Subtopic</i>	<i>point</i>	<i>date</i>
Review Paper (Individual)	15	<i>Choose a subject for research and report the title</i>	0	
		<i>Search 10 qualified (2013 to now) articles about the subject</i>	3	1397/07/28
		<i>Choose 3 important statement From Each Article (Total 30)</i>	5	1397/09/10
		<i>Review the articles and present the final report</i>	7	1397/10/08
Class assignment and Activity	50	<i>Case studies OR Review the chapters and articles and etc.</i>	40	Weekly Set by class assistant
		<i>Mind map completion</i>	10	Before class
Quiz	15	<i>From previous sessions topics</i>	15	Every session is possible
Final Exam	35	---	35	Final exam
Sum	115	---	100+15	= 20 + 3

I. Course Outline and Schedule:

Weeks	Main Topics	Subtopics
Session 1: 1397/07/01	Justification of Organization Studies The importance of Organizational studies	Outline of the course Presenting the Workbook Organizational problems & Problems of Organizational studies
Session 2: 1397/07/08	مروری بر کتاب سازماندهی و طراحی ساختار (پورعزت و طاهری عطار، ۱۳۹۲). فصل ۱ تا ۵	Terminology Review: Ontology, Epistemology, Methodology, Organization, system.
Session 3: 1397/07/15	مروری بر کتاب سازماندهی و طراحی ساختار (پورعزت و طاهری عطار، ۱۳۹۲). فصل ۶ تا ۹	Organizational studies, Organizational Sociology & policy making process in Organizations.
Session 4: 1397/07/22	مروری بر کتاب سازماندهی و طراحی ساختار (پورعزت و طاهری عطار، ۱۳۹۲). فصل ۱۰ تا آخر.	Terminology of Organizational Studies (Linguistic perspective to Organizational Studies): Organizations Systems, Environments, Structures.
Session 5: 1397/07/29	Scott, Richard and Gerald Davis. 2007. Organization and Organizing: Rational, Natural and Open Systems Perspectives. Chapter 1	Metaphor approach to understanding organization theory
Session 6 1397/08/06	Scott, Richard and Gerald Davis. 2007. Organization and Organizing: Rational, Natural and Open Systems Perspectives. Chapter 2	Mintzberg Approach to Organization Structure.
Session 7: 1397/08/13	Scott, Richard and Gerald Davis. 2007. Organization and Organizing: Rational, Natural and Open Systems Perspectives. Chapter 3	Enactment theory Social Construction of Reality
Session 8: 1397/08/20	Scott, Richard and Gerald Davis. 2007. Organization and Organizing: Rational, Natural and Open Systems Perspectives. Chapter 4	Implications of Machine metaphor
Session 9 : 1397/08/27	Scott, Richard and Gerald Davis. 2007. Organization and Organizing: Rational, Natural and Open Systems Perspectives. Chapter 5	Implications of Organism metaphor Implications of Brian metaphor
Session 10: 1397/09/04	ولادت حضرت محمد (ص)	
Session 11: 1397/09/11	Scott, Richard and Gerald Davis. 2007. Organization and Organizing: Rational, Natural and Open Systems Perspectives. Chapter 6	Logic of Classification
Session 12: 1397/09/18	Scott, Richard and Gerald Davis. 2007. Organization and Organizing: Rational, Natural and Open Systems Perspectives. Chapter 10	Axioms and postulates
Session 13: 1397/09/25	Scott, Richard and Gerald Davis. 2007. Organization and Organizing: Rational, Natural and Open Systems Perspectives. Chapter 13	Importance of theory building Theory Building and Problem Solving
Session 14: 1397/10/02	Scott, Richard and Gerald Davis. 2007. Organization and Organizing: Rational, Natural and Open Systems Perspectives. Chapter 14	Future of organization theories

Session 15: 1397/10/09	Hatch, Mary Jo and Ann L. Cunliffe. 2013. <i>Organization Theory; Modern, Symbolic and Post Modern Perspectives</i> chapter1	Classical, Neoclassical, Symbolic & Postmodern Perspectives to Organizational Studies.
Session 16:	Hatch, Mary Jo and Ann L. Cunliffe. 2013. <i>Organization Theory; Modern, Symbolic and Post Modern Perspectives</i> . Chapter2	Overview, Discussions & conclusion

II. Guidelines for Papers

Topics: The paper topics should be drawn from any of the *Organizational studies* areas discussed in the class. You should also choose a *Organizational studies* issue directly to be addressed in relative class session, but it ought to be related to the issues already discussed and analyzed.

Papers: Write-ups should be about 15 to 25 pages long (Microsoft Word, Single-spaced, Font: Zar, Font Size: 14, Line Spacing: Single, one inch margins). A good write-up would describe the issue, analyze the problems faced, and discuss previous proposals that have been made. Justify your conclusions and clearly discuss your recommendation(s). Succinctness will be rewarded. The papers will be due on exam day.

Note: It is recommended the paper topic to be chosen in tandem with your future long-term interests.

III. Citation Style for Papers

Embed the reference in the text with the form (author last name, year: page).".." (Scott and Davis, 2007:110).

If the same author has more than one reference in a given year append a letter - a,b,c, - to the year. (Robbins, 2017a; Robbins, 2017b).

You need a bibliography at the end of the paper that gives the full citation for each reference.

The bibliography should be alphabetical by author last name. It takes the form:

For a journal article:

Author last name, first name .year. "Article Title," **Journal Name**. Vol. No. Pages.

Example:

Pourezzat, Ali Asghar; Mollae, Abdolazim, Firouzabad, Morteza. 2008. "Building the future: Undertaking proactive strategy for national outlook". *Futures*, 40: 887-892.

For a book:

Author last name, first name .year. **Book Title** .Publishing City: Publisher.

Example:

Scott, Richard. 1998. **Organizations; Rational, Natural and Open Systems**. Prentice Hall.

For material in an edited book:

Author last name, first name. Year of edited book publication. "Chapter Title," Pages. In Author(s) of edited volume, ed. **Title of Book**. Publishing City: Publisher.

Example:

Scott, Richard W .1991. "Institutions," 97 – 111 In Powell, W.W. & DiMaggio, P.J. **The New Institutionalism in Organizational Analysis**. Chicago: University of Chicago Press.

IV. Suggested Topics for Research Papers:

Organization, System, Institutions, Company, Environment, Firm, Mission, Vision, Envision, Situation, Outlook, Perspective, Methodology, Future's Methodology in Organization Studies, Organization Studies Epistemology, Organization Studies Ontology, Organization Studies Technologies, Organization Studies Tools & Techniques, Strategy & Society, Enactment Theory, Social Construction of Reality, Construction of Future Reality, Future of Organization Studies, Future of Knowledge, Future of Organization, Strategic Management, Law of Requisite Variety, Law of Requisite complexity, Law of Requisite Stability, Law of Requisite Flexibility, Technology, Power and Future of Society, Public Administration, Public Policies, Cultures, Goals and Strategies, Environment, Social Systems, Cities, Public and Private Sectors, Entrepreneurship, Industrial Issues, International Relations, Religions in Organization Studies, Storytelling Organizations, Narratives in Organization Studies, Ante Narratives in Organization Studies, Process and Procedures, Organizational Death, Metaphors in Organization Studies, Organizational Harassment, Harassments in Organizations, Careers in Organization, Human Resource Management, Public Organization, Non-Governmental Organization (NGOs), Crisis Management, Conflict in Organization, Bureaucracy, Mechanical approaches to Organizational Studies, Organic approaches to Organizational Studies.

V. Suggested Journals for Research:

It will be submitted in an extra session for search skills.

Appendix A: Case Studies

مطالعات موردی هفتگی:

با توجه به اهداف دوره و شیوه آموزشی متداول این دوره ها بر مبنای مورد کاوی هر هفته یک مورد کاوی در رابطه با موضوع درس هفته به دانشجویان ارسال می شود که لازم است پس از مطالعه جواب سوالات یا تحلیل های خواسته شده را طبق زمان بندی و در قالب فرمت خواسته شده، برای دستیار آموزشی درس ارسال نمایند. همچنین هر مورد کاوی در جلسات تحلیل مورد کاوی که بعد از کلاس درس برگزار می شود، مورد بحث و بررسی خواهد گردید.

چرایی استفاده از مطالعه موردی: مطالعه موردی به دانشجویان می آموزد چگونه موقعیت ها را ارزیابی کرده و بر اساس آن ارزیابی ها، تصمیم گیری کنند.

مطالعه موردی چیست؟ مطالعه موردی گزارشی از یک فعالیت، شرکت، صنعت، فرد و یا پروژه ای در یک مقطع زمانی خاص است و شامل اطلاعاتی درباره اهداف، استراتژی ها، چالش ها و پیچیدگی هایی است که فرد در محیط کار با آن مواجه است. مطالعات موردی معمولاً به صورت داستان گونه با کاربرد زندگی واقعی سازمان ها نگاشته می شوند.

مزایای مطالعه موردی: مطالعات موردی اغلب نه تنها برای نشان دادن آنچه دانشجویان آموخته به کار می رود بلکه دانشجویان را با تجارب واقعی ارزشمندی آشنا می سازد. به هنگام تحلیل، دانشجویان فرصتی برای یادگیری انواع مشکلاتی که شرکتها و صنایع زیادی با آن روبرو هستند خواهند یافت و این موارد مهارت های حل مساله ایشان را تقویت خواهد کرد. تحلیل مطالعه موردی به دانشجویان کمک می کند به کارگیری دانش، تفکر، مهارتهای تصمیم گیری و استدلال را در یک موقعیت واقعی تمرین کنند. مطالعه موردی بر یک مشکل یا مسئله متمرکز بوده و تحلیل آن مستلزم این است که دانشجویان:

- ✓ مباحث و مشکلات اصلی را شناسایی کند.
- ✓ تئوریهای خاص و مرتبط را برای تأیید و تقویت تحلیل خویش مشخص نماید
- ✓ راه حل هایی را برای مشکلات ارائه دهد
- ✓ سوالاتی که در انتهای مطالعه موردی پرسیده می شوند در جهت هدایت دانشجویان به منظور تحلیل آن طراحی شده است.

ده رهنمود برای تحلیل بهینه مطالعات موردی

- ۱) در ابتدا متن را مطالعه کرده، نکات کلیدی و مهم را مشخص کرده و مباحث اصلی و مهم را مورد توجه قرار دهید. یک مشکل می تواند برای نمونه به عنوان تفاوت بین موقعیت کنونی و موقعیت مطلوب در نظر گرفته شود. علل، نتایج، پیامدها، وقایع یا موقعیتهای توصیف شده در متن چیست؟ مباحث را با ایجاد لیستی از جنبه های مهم مسئله اصلی و علل و پیامدهای آن توضیح دهید.
- ۲) سوالات را بخوانید و کلمات و عبارات کلیدی را مشخص نمایید تا با توجه به آن خواسته هر سوال را بهتر درک کنید.
- ۳) متن را مجدداً مطالعه نموده و اطلاعاتی که مرتبط با کلمات و عبارات کلیدی بیان شده در سوالات است را یادداشت کنید.
- ۴) از خودتان پرسید: روندهای کلیدی در متن چیست؟ چه عوامل مثبت و منفی در متن وجود دارد؟ آیا افراد موجود در مطالعه موردی به بهترین نحو کار خود را انجام می دهند؟ اگر نه، چه عوامل بازدارنده‌ای در مسیر آنها وجود دارد؟ چه کارهایی برای غلبه بر آنها باید انجام داد؟
- ۵) هنگامی که رفتار افراد، یا موقعیت ها و اینکه چگونه تصمیمات بر وقایع تاثیر می گذارند را درک کردید، باید اینها را به مفاهیم، تئوریه‌ها و مدل‌هایی که تا کنون خوانده اید مرتبط کنید. کاربرد تئوریه‌ها در تحلیل نشان داده شود!
- ۶) مفاهیم، تئوری ها و مدل‌هایی را انتخاب کنید که احساس می کنید شما را در تحلیل بیشتر کمک خواهد کرد. منبع دهی را نیز در ارائه گزارش خود فراموش نکنید.
- ۷) برای مشخص کردن راه حل با ارائه پیشنهادات شما نیاز به کاربرد فرایند حل مسئله دارید که در بر گیرنده: مشخص کردن گزینه های موجود برای حل مسئله، فهرست کردن مزایا و معایب هر گزینه و توصیه یک راه حل و چرایی بهتر بودن آن می باشد.
- ۸) موقعیت را به وضوح تحلیل کنید و از خود پرسید: چه راه حل‌هایی مناسب و مطلوب است؟ ملاحظات اخلاقی و قانونی چیست؟ آیا ایده های ارائه شده مناسب ترین است؟ آیا مزیت رقابتی برای سازمان ایجاد می کند؟ قابلیت اجرا دارد؟ مورد پذیرش واقع خواهد شد؟ در نهایت بهترین راه حل را از بین گزینه ها انتخاب کنید.
- ۹) تمام اطلاعات مرتبط جهت پاسخ دهی به سوالات را جمع آوری کنید، از توصیف ساده موقعیت اجتناب کنید و اطمینان حاصل کنید تئوری‌هایی را به کار گرفته اید که واقعا بیان کننده این است که چرا و چگونه موقعیت بهبود یافته است
- ۱۰) یک یا دو جمله به عنوان مقدمه و نتیجه در ابتدا و انتهای پاسخ هر سوال بنویسید و اطمینان حاصل کنید که اطلاعات شما توالی منطقی را داراست.

نکات مهم

- ✓ نگارش به هر دو زبان انگلیسی با فارسی بلامانع است. به متون انگلیسی نمره اضافه ای تعلق نخواهد گرفت بنابراین انتظار می رود تنها در صورت توانایی در نوشتن متون انگلیسی به صورت صحیح و سپس اقدام به استفاده از این زبان نماید..
- ✓ پاسخها به نشانی پست الکترونیک دستیار هر درس ارسال گردند.
- ✓ به پاسخ های مشابه نمره تعلق نخواهد گرفت، در صورت کپی کردن مورد کاوی ها یا سایر موارد ار سالی تو سط دانشجویان، در نوبت اول نمره تکلیف ار سالی تعلق نخواهد گرفت. در صورت تکرار نمرات بیشتری از دانشجویان کسر خواهد شد.
- ✓ مطالعات موردی بر اساس معیارهای زیر مورد ارزیابی قرار خواهند گرفت :

۱	رعایت فرمت مذکور در بالا	۳ نمره
۲	درک مناسب مورد کاوی	۲ نمره
۳	تعداد نقل قولهای مناسب از کتاب	۳ نمره
۴	ایده پردازی و ارائه راهکارهای بدیع	۶ نمره
۵	استفاده مناسب از تئوریا برای حل مساله	۶ نمره
	جمع	۲۰ نمره

This course plan and syllabus has been designed in collaboration with professor Arian Gholipour and Amin Moeinian.