

# **\* SOC 419 - Analysis in Formal Organizations \***

## **PLEASE PRINT AND CAREFULLY READ THE FOLLOWING NOTES**

Dr. Brian Jarrett,

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Class Meeting Time: Online Discussion Postings in Lulima – See Lulima for details.

THIS SYLLABUS PROVIDES A SUMMARY OF THE LEARNING UNITS IN THE COURSE AS WELL AS OTHER GENERAL INFORMATION. IN ADDITION TO THIS SYLLABUS, BE SURE TO GO TO THE WEEKLY 'TO DO' LIST IN LAULIMA. ALWAYS FOLLOW THE LAULIMA 'TO DO' LIST.

Your Instructor is a lawyer and mediator working with various organizations to assist in their development, helping parties to resolve disputes. He holds degrees in psychology, sociology and law. He has recently worked on dispute resolution protocols for disputes arising in higher education. His interests include social psychology, sociology of law, civil rights, and dispute resolution, organizational analysis and development, and cultural sociology.

### **Required Reading:**

Natemeyer, Walter, E. and J. Timothy McMahon. Classics of Organizational Behavior Publisher: Waveland Press, Inc.: Illinois.

### **Recommended Reading:**

The following may be useful to you for general background reading as well as providing potential ideas for term paper topics. Many of these texts are available in our university library.

Aamodt, M. G. (2007). Industrial/Organizational Psychology: An Applied Approach (5th ed.). Belmont, CA: Wadsworth/Thomson Learning.

Bowditch, J. L., & Buono, A. F. (2007). A Primer on Organizational Behavior (7th ed.). New York: Wiley.

Chemers, M. M., Oskamp, S., & Constanzo, M. A. (Eds.) (1995). Diversity in Organizations: New Perspectives for a Changing Workplace. London: Sage Publications.

Drafke, M. (2006). The Human Side of Organizations (9th ed.). Englewood Cliffs, NJ: Prentice Hall.

Fry, D. P., & Björkqvist, K. (Eds.) (1996). *Cultural Variation in Conflict Resolution: Alternatives to Violence*. Mahwah, NJ: Lawrence Erlbaum Associates.

Greenberg, J. (2005). *Managing Behavior in Organizations* (4th ed.). Englewood Cliffs, NJ: Prentice Hall.

Herzberger, S. D. (1996). *Violence Within the Family: Social Psychological Perspectives*. Boulder, CO: Westview Press.

Johns, G., & Saks, A. M. (2005). *Organizational Behaviour: Understanding and Managing Life at Work* (6th ed.). Englewood Cliffs, NJ: Prentice Hall.

Kreitner, R., & Kinicki, A. (2007). *Organizational Behavior* (7th ed.). Boston: Irwin/McGraw-Hill.

Levy, P. E. (2006). *Industrial/Organizational Psychology: Understanding the Workplace* (2nd ed.). Boston, MA: Houghton Mifflin.

McKenna, E. (2006). *Business Psychology and Organisational Behaviour: A Student's Handbook* (4th ed.). New York: Psychology Press.

Nicholson, N. (Ed.). (1995). *The Blackwell Encyclopedic Dictionary of Organizational Behavior*. Malden, MA: Blackwell Publishers.

Riggio, R. E. (2003). *Introduction to Industrial/Organizational Psychology* (4th ed.). Englewood Cliffs, NJ: Prentice Hall.

Robbins, S. P., & Judge, T. A. (2007). *Organizational Behavior* (12th ed.). Englewood Cliffs, NJ: Prentice Hall.

Scott, W. R. (2003). *Organizations: Rational, Natural, and Open Systems* (5th ed.). Englewood Cliffs, NJ: Prentice Hall.

Stroh, L. K., Northcraft, G. B., & Neale, M. A. (2002). *Organizational Behavior: A Management Challenge* (3rd ed.). Mahwah, NJ: Lawrence Erlbaum Associates.

Wilmot, W. W., & Hocker, J. L. (2007). *Interpersonal Conflict* (7th ed.). Boston: McGraw-Hill.

## **Course Mission Statement and Goals**

This course is designed to change the way you look at the world by showing you that so much of our behavior is influenced by the organizations within which we live and work. The course also demonstrates how individual behavior, in turn, influences the structure and culture of organizations. We will trace the history of organizational analysis and apply organizational theory to case examples. We will look at how organizations can improve their effectiveness so that you come away with practical knowledge that you can apply to organizations in your life.

## **Student Learning Outcomes**

After taking this course, students will be able to:

- Follow the themes and developments in organizational theory;
- Become competent in organizational conflict analysis;
- Analyze case studies in organizations;
- Recognize ethical considerations in organizational conflict;
- Distinguish and apply the various dispute resolution methods; and
- Strengthen critical thinking in organizational analysis.

## **Your Instructor**

Is a lawyer and mediator working with various organizations to assist in their development, helping parties to resolve disputes. He holds degrees in sociology, psychology, and law. He has recently worked on dispute resolution protocols for disputes arising in higher education. His interests include social psychology, sociology of law and dispute resolution, organizational analysis and development, and cultural sociology.

### **I. Values and Ethics**

Throughout the course lectures, readings, and assignments, the themes of ethics and organizational effectiveness are discussed. Discussions will focus on the ethical issues in organizational development and reform. Using the case method, the course will present students with ethical dilemmas in organizational management they will be encouraged to resolve. Students will learn ethical and effective management and leadership practices, and organizational dispute resolution methods.

### **II. Diversity**

This course emphasizes the understanding and honoring of diversity. It introduces the content of class, racism, sexism, and ageism, and power imbalance as potential factors affecting organizational development. The course examines both the strengths and weaknesses of the organizational reform movement.

### **III. Research Based Content**

The readings document the extensive empirically-based evidence related to organizational analysis. They also describe the empirical evidence underlying the

development of theory and analysis in successful organizational management and leadership.

### **Letter Grading Criteria:**

A+ = 98-100    A = 94-97    A- = 90-93  
B+ = 87-89    B = 84-86    B- = 80-83  
C+ = 77-79    C = 74-76    C- = 70-73  
D+ = 67-69    D = 64-66    D- = 60-63  
Below 60 = F

**This class adheres strictly to UH's policy on academic dishonesty, and high ethical standards are expected of researchers. I enjoy giving good grades when they are honestly earned, and remember those who are prepared for and actively participate in class discussion. Especially in research, we are all teachers and learners. I will encourage you to reflect, discuss, and write thoughtfully and persuasively on the topics that we address in the course. You have a number of opportunities to obtain the grade you desire in this course. I encourage you to do your best in each of the grading areas:**

1. 20 % for participation in Class Discussions and Journals;
2. 30 % for your Individual Final Paper;
3. 25 % for weekly written assignments, and
4. 25 % for your individual Quizzes.

### **Final Paper**

**I will take you through several steps in drafting your final paper. I will first ask you brainstorm a few ideas on your chosen paper topic. I will give you feedback on the feasibility and scope of your proposed paper project. I will then ask you in a subsequent week to produce an outline of the paper upon which I will provide you feedback as to the general content and appropriate scope for your proposed paper. You will be then given an opportunity to produce a draft of your paper which I will correct and return to you so that you may improve your final draft. I will provide feedback to you on how you can improve your initial draft.**

**In particular, I will review your writing style, spelling, grammar and substantive content and you suggestions for improvement. I will encourage you to use the introduction – body – conclusion format style in writing your final paper. I will also point out where you could improve your arguments in the paper.**

### **Weekly Written Assignments and Journals**

**Each week you may be asked write a short 1-to-3 page written essay relating to that week's topic. You will be asked to provide your opinion and arguments in support of your opinion. You will also provide a weekly journal (1-to-3 pages) in which you give feedback to the instructor on your performance in the course and**

**your reaction to course content and exercises. See the Course Calendar for details.**

**Each week I will provide you written feedback on your journals and assignments to help you improve your writing. In particular, I will provide you feedback on spelling, grammar, style, and content. I will encourage you to adopt the introduction – body – conclusion format just as I will for your final paper. The weekly written assignments are mini-essays on controversial issues in the discipline. The journals ask you to reflect on your personal responses to the material presented each week.**

### **Quizzes**

**Instead of midterm and final exams you will be asked periodically to take a multiple-choice quiz covering the respective course units. Quizzes are designed to test breadth of knowledge unlike writing assignments, which are designed to test depth of knowledge. See the Course Calendar for details.**

### **Criteria for Weekly Assignments and Final Paper**

**The course gives you a number of opportunities to demonstrate your writing skill. Written work is judged not only on the content of your ideas but also on the extent of your logical analysis and grammatical form. Grammar and style count. I am looking for an excellent performance based on the following criteria.**

- clarity of written expression**
- logical analysis**
- creativity**
- concise expression**
- organization**
- concise style**
- grammatical construction**
- spelling**
- conclusions that are supported by arguments in the paper**

## Course Expectations

I expect you to contribute in Weekly Discussions - prepared with your reading done. I may or may not cover material in the text during class, but you will be responsible for it on exams. If you don't understand, ASK. I expect you to take part in class discussion. I expect you to complete all assignments and to turn your journal in promptly. If you are having any problems that affect your work in this class, I need to know about them right away in order to help you.

You are **REQUIRED** to participate in a Weekly Class Discussions. I expect you to complete each weekly assignment, journal, or quiz by the Sunday each week. This gives me the opportunity to grade your work and have it back to you early in the next week. Each Monday we start the next week's work. **I will NOT accept late assignments, quizzes, and journals.** You must email me if you have a problem with this in advance of these deadlines!

\*I expect you to complete each weekly assignment, journal, or quiz by the Sunday of each week. This gives me the opportunity to grade your work early in the following week. Each Monday we start the next week's work. I will NOT accept late assignments, quizzes, and journals. You must email me if you have a problem with this in advance of these deadlines! \*

## Weekly Unit Schedule (Subject to Announced Changes)

Week

### 1 Introduction to Organizations

Why do we study organizations?

Read the text preface and introduction

Journal and Assignment

### 2 Organizations as Rational Systems: Back to Basics = Classical Organization Theory

Reading Assignment

Read the Introduction to Chapter One.

Blau and Scott Fayol I (5)

Taylor I

Weber

These classical readings view organizations as "rational systems". What does this mean?

Quiz # 1

### 3 Organizations as Natural Systems

Reading Assignment

Read about Natural Systems

Neoclassical Org. Theory

Human Resource Theory

Barnard

Merton

Maslow

McGregor

Janis

Journal and Assignment

#### **4 Organizations as Open Systems**

Reading Assignment

Read Chapter

Scott

Katz & Kahn

Thompson

Quiz # 2

#### **5 Power and Influence in Organizations**

Reading Assignment

Journal and Assignment

#### **6 Organizational Culture and Sense-Making**

Reading on Organizational Culture

Introduction

Schein

Louis

Quiz # 3

## **7. Reforming the Organizational Culture**

Reading Assignment

\*Reading on Organizational Culture

Journal and Assignment

## **8. Managing Diversity in Organizations**

\*Reading Assignment\*

Read Gendering Organizational Theory by Joan Acker.

Read the web article: United Nations Report on Managing Diversity in the Civil Service at the following URL:

<http://www.google.com/search?q=cache:X0dICESdJVQC:unpan1.un.org/intradoc/groups/public/documents/un/unpan000716.pdf+%22managing+diversity+in+organizations%22+gender+&hl=en&ie=UTF-8>

Quiz # 4

## **9 Organizational Change and the Influence of Technology: Post-modern Perspectives**

Reading Assignment

Read materials on organizational change

Journal and Assignment

## **10 Alternative Dispute Resolution: Introduction**

Reading Assignment

Human Side of Enterprise by McGregor and

Groupthink, by Janis.

Quiz # 5 (Final Quiz) Due

Final Individual Paper Due

The course includes reading and work assignments that require your active engagement with the course materials. As a participant, your job is to read the course materials regularly, explore the assigned web resources, share your thoughts with other course participants, and respond to them to create a context for shared learning experiences. You will need to devote about the same amount of time to this online course as you would to a traditional course. Since the class will not be meeting at a scheduled time, you need to work out a time schedule that is best for you. Set aside days that would be good for doing the reading assignments on a regular basis. You will have to keep track of the course schedule so that you can do your assignments in a timely fashion and submit them by the due dates.

### ***COURSE PROCEDURES – Overview***

*This is an on-line course, using the Lulima Program. It can be accessed through the [lulima.hawaii.edu](http://lulima.hawaii.edu) Use your regular username and password.*

### ***ONGOING PERFORMANCE REQUIREMENTS***

*Weekly Discussion Postings.  
Weekly Reading  
Weekly Writing  
Weekly Quiz Taking*

***DEADLINES*** *All work must be submitted by the date on which it is due. There is no extra credit.*

### ***WRITING CRITERIA FOR ALL ASSIGNMENTS***

- clarity of written expression*
- logical analysis*
- creativity*
- concise expression*
- organization*
- good grammar and accurate spelling*

*We will discuss the requirements for the Final Paper in Lulima.*