

GRANDE PRAIRIE REGIONAL COLLEGE  
DEPARTMENT OF ARTS, EDUCATION, AND  
COMMERCE

WINTER, 1996.

**COURSE:** Organizational Theory 3110 3(3-2) UT(3)  
Theory of Formal Organizations

OT 3110 A3 T & TH 11:00 - 12:20

**PREREQUISITE:** OT 3010 or equivalent

**INSTRUCTOR:** V. J. Salvo

Office: C 402

Phone: 539-2993 (532-0709)

Office Hours:

Tuesday 1:00 - 4:00

by appointment, or anytime if I'm free.

**NATURE & PURPOSE OF COURSE:**

Organizational Theory 3110 is an introduction to the understanding of the structure and design of organizations. Application to public and private bureaucratic situations will be made throughout the course. Formation, Structure, and change in organizations, including matrix and process oriented types of organizational design are examined.

**OBJECTIVES OF THE COURSE:**

- a. To gain a general understanding of major theoretical analyses of organization structure and process;
- b. To be able to apply the general theory to specific problems and situations encountered in organizational contexts.
- c. To identify strategies, decision making processes, and initiate problem solving strategies appropriate to particular organization structures and systems;
- d. To identify strategies for managing within formal organizations to achieve specific goals, to guide change, etc.

**EVALUATION METHODS:**

There will be a final examination, a research paper, and two class presentations required in this course. The examination will be composed primarily of "essay" type questions. Your class presentations (we will discuss this in class) will be a report on your research paper.

The development of your ability to apply theory to situations and communicate your conclusions and recommendations is a vital part of this course. We will discuss several of the cases presented in the text. Once we have established the baseline expectations, you will prepare written analyses of indicated cases for formal grading and discussion in class. Marks will be deducted for errors in style, grammar, spelling, etc. You may work cooperatively with others but the work you submit must be your own.

Your work will normally be due at the beginning of class on the last date for discussion of that chapter. Late work will not be graded.

We will discuss the form and the evaluation criteria for your case work in class.

I would strongly encourage you to spend time NOW thinking about an interesting research paper topic. I expect that you will do at least as much reading for your paper as you do to prepare for the examinations. We will discuss the paper in class and I will give you a "guide" to further assist you to write a rewarding and meaningful report.

I would further encourage you to collect data for your research report. If you so choose, you may, however, write a library research report. A further option may wish to pursue is to write a "class analysis", which would entail description of a situation in an organization and the application of theoretical principles in an analytic description of the case.

Whatever your choice, I will assist you in any way I can to help make your report informative, interesting and useful to yourself.

Your paper is due April 2. Late papers will have marks deducted. An outline and bibliography of reading materials for your paper is due on February 15.

**GRADING SYSTEM:**

GRADE	INTERPRETATION	PERCENT EQUIVALENT
9		90+
8	Excellent	80 - 89
7		73 - 79
6	Good	65 - 72
5		58 - 62
4	Pass	50 - 57
3	FAIL	46 - 49
2		30 - 45
1		0 - 29

**MARKS:**

Examination	35%
Paper	35%
Presentations	15%
Participation	15%

**TEXT:** Robbins, Stephen P., ORGANIZATION THEORY: THE STRUCTURE AND DESIGN OF ORGANIZATIONS. New Jersey: Prentice-Hall, Inc., 1993.  
Other materials will be assigned and available at the Library Reserved Desk.

**COURSE SCHEDULE:**

January

4 Orientation

9-11 Introduction: Organizational Theory and Effectiveness.  
Read: Robbins - Chapters 1 - 3, pp. 1 - 78.

16-18 Dimensions of Organizational Structure

Read: Robbins - Chapter 4, pp. 81 -115.

23-27 Strategy

Read: Robbins, Chapter 5, pp. 119-146.

30-

Feb 1 Size

Read: Robbins, Chapter 6, pp. 149-171.

6-8 Technology

Read: Robbins, Chapter 7, pp. 175-202.

13-15 Environment

Read: Robbins, Chapter 8, pp. 204-234.

20-22 Power-Control

Read: Robbins, Chapter 9, pp. 237-272.

March

5-14 Organizational Design

Read: Robbins, Chapters 10-12, pp. 275-354.

19-28 Managing Organizational Structural Variables

Read: Robbins, Chapters 13-17, pp. 358-489.

April

2-9 Putting it all Together

**\*\*\*Final Exam Scheduled By Registrar's Office \*\*\***

N.B.

1. Keep this outline. It will be your course reference throughout the term.
2. You are responsible for changes (additions and/or deletions) to this outline made in class.
3. Exercises to be completed and due dates will be decided in class.
4. It is your responsibility to attend class and labs. Should you be unable to attend, it is your responsibility to find out what was missed.