Understanding Organization
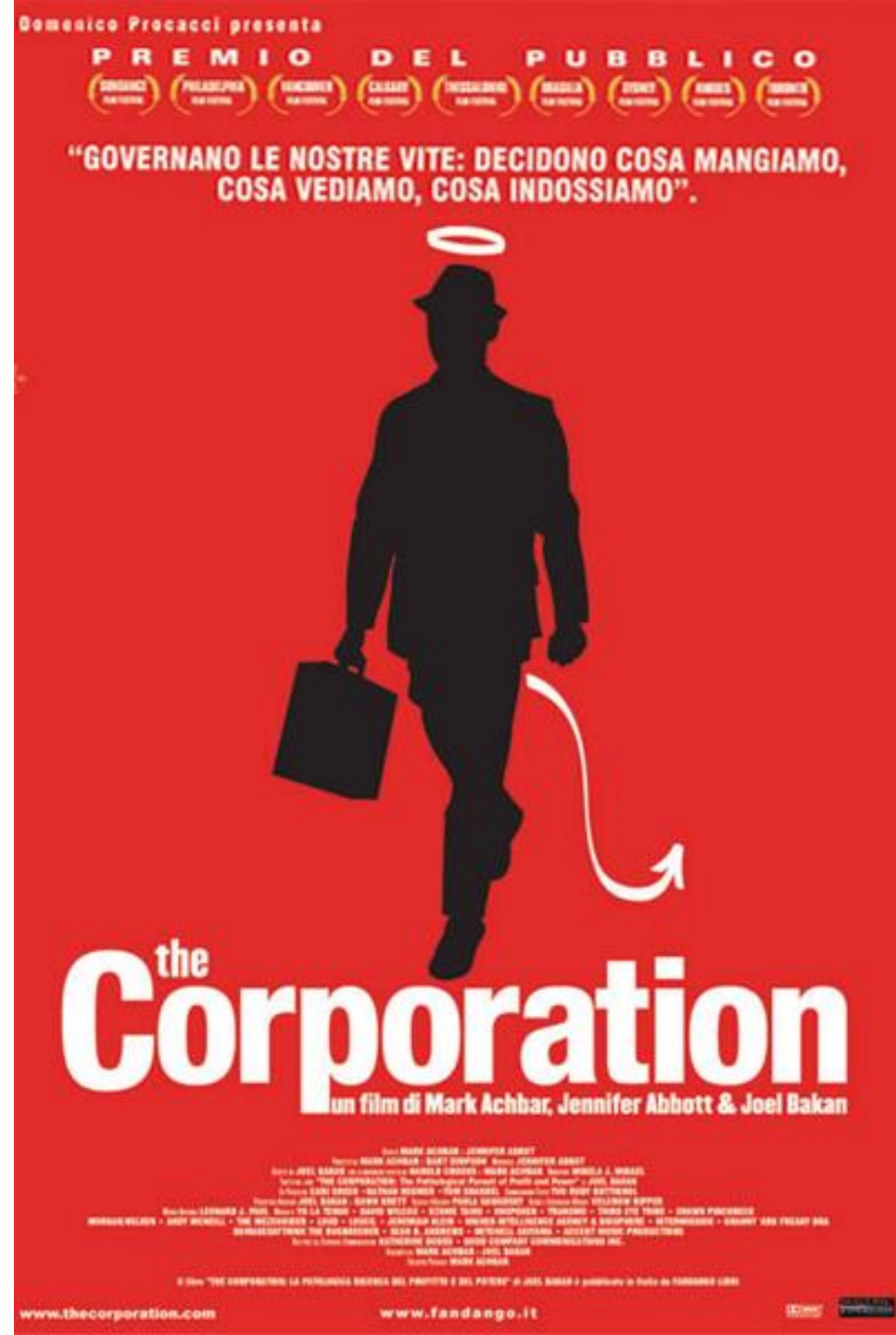
(Tutorial 1: Introduction)

Tutor: James Lai
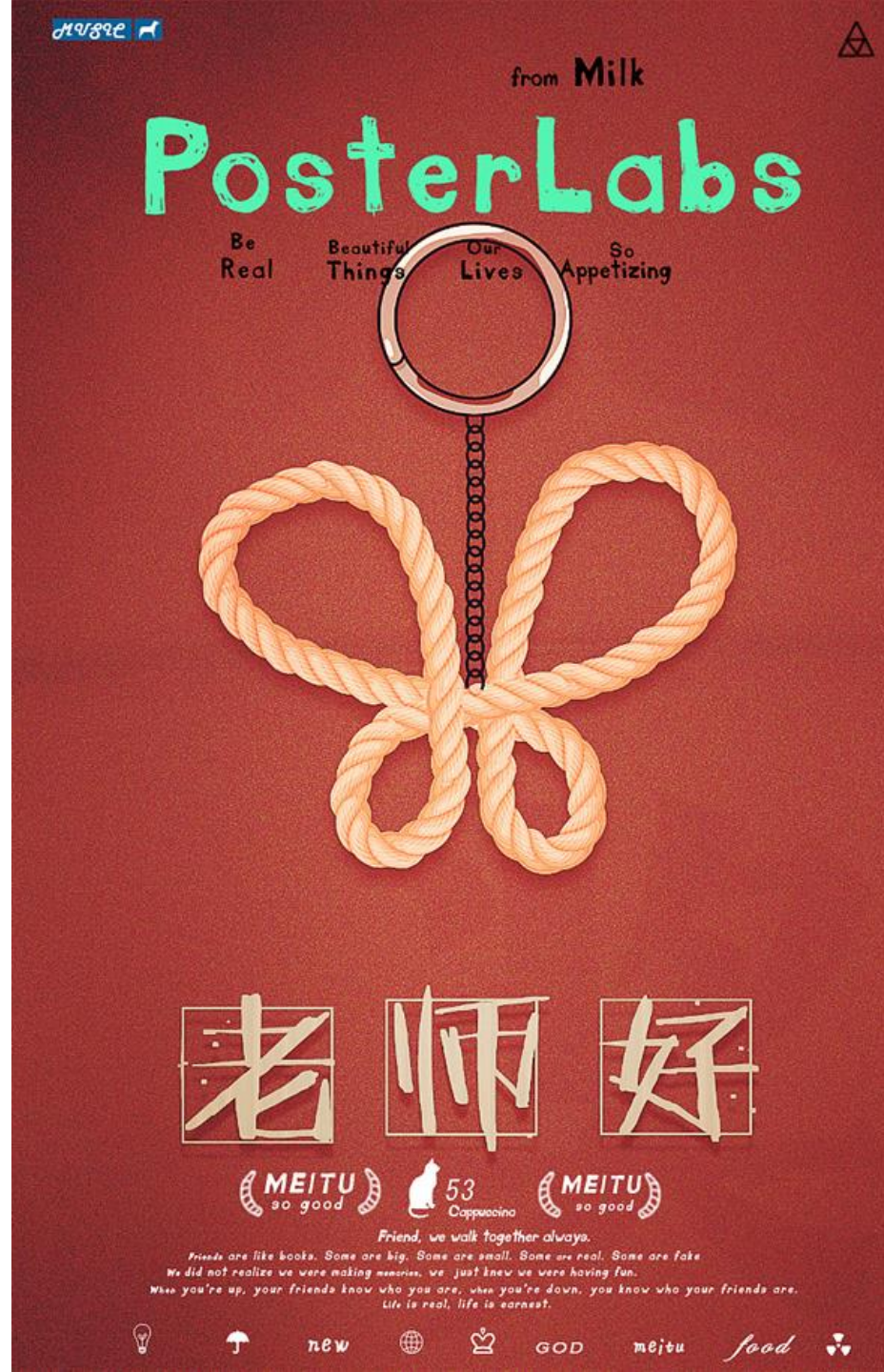
SILC Business School, Shanghai U.

Email: Jiun-Yan.Lai@uts.edu.au

Office: Wen Shang Building 309

Self-Introduction

Your Tutor: James Lai

- **Current Position:**
  - Lecturer (SILC Business School, Shanghai U.) (since Sep. 2020)

- **Illustrations:**
  - From Taiwan (a province of China) (you know … accented Mandarin)
  - 34 years old
  - A cat/movie/food lover
  - Social phobia

- **Office:**
  - Room 309 of Wen Shang Building

- **E-mail:**
  - 1410362075@qq.com (only for friends)

Teaching Assistants

- One teaching assistant is arranged in each class to record your study during the tutorials.

| Class	Major	Teaching Assistant	Classroom	Time
Double degree	MIS	Xu Shuhan	R205, Wenbo	10:00-11:40am Friday
UTS degree 1	Mgt.	Han ZiBin	R304, Wenbo	8:00-9:40am Friday
UTS degree 2	Mgt.	Wang Sihan	R302, Wenbo	1:00-2:40pm Friday

Basic Information

- Course: Understanding Organizations: Theory and Practice

- Lecturer/class coordinator: Dr. Rebecca Dong (from the UTS).

  - Email: rebecca.dong@uts.edu.au

  - Conceptual understanding, theories, and models.

  - Scholarly articles from journals.

- Tutor: Dr. James Lai (from the SILC).

  - Email: jiun-yan.lai@uts.edu.au (official, but I don't like it)

  - Experiential exercises, case study, and activities.

  - Development of personal and group skills.
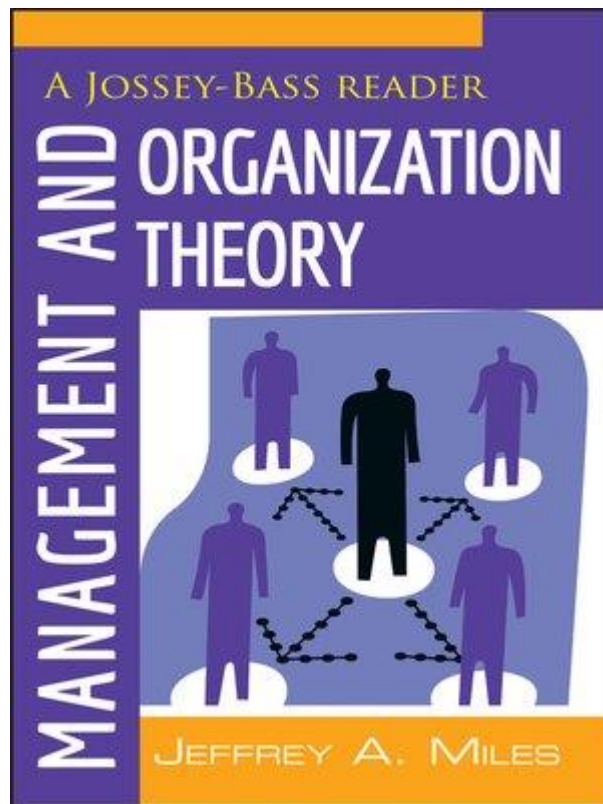
- Please frequently visit the CANVAS system (https://canvas.uts.edu.au).

Basic Information

- Textbooks:

    – Hatch, M. J. 2018. ***Organization theory: Modern, symbolic and postmodern perspectives*** (4th). Oxford University Press.

    – Daft, R. L. 2021. ***Organization theory & design*** (13th). Cengage.
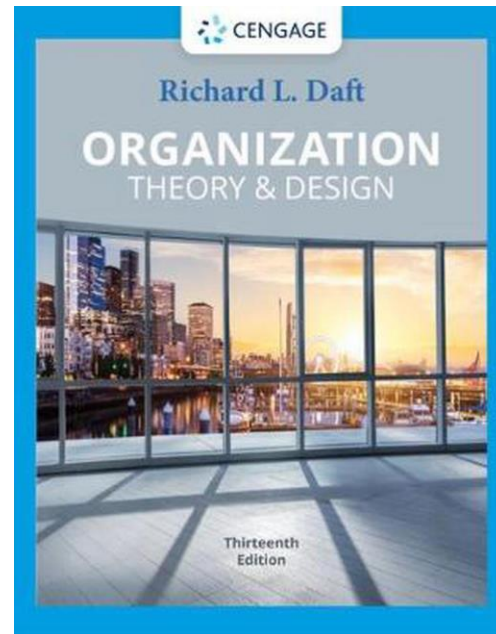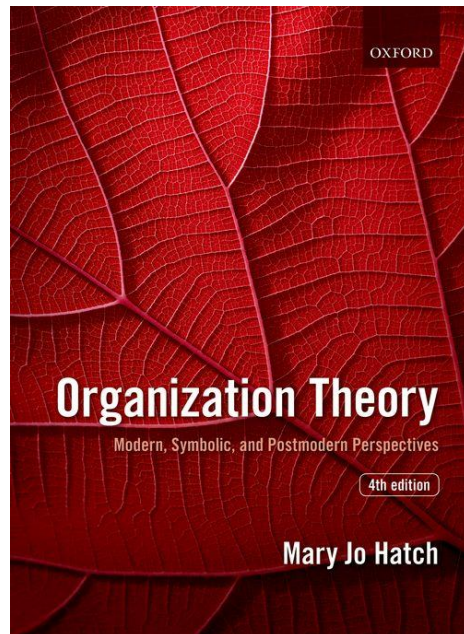
Basic Information

- Reference book (highly recommended by James):

  – Miles, J. A. 2012. *Management and organization theory*. Jossey-Bass.

Contents

Assessment Overview

- Part 1: Individual assignment (30%)

  – Written report: 30%

- Part 2: Group assignment (30%)

  – Written report: 20%

  – Oral presentation: 10% (in Week 9 and Week 10)

- Part 3: Final examination (40%)

Assessment Task 1 (Individual): 30%

- Due: 11:59pm Friday 14 April 2023 (to be uploaded via Turnitin).

- In this essay, you must use two organizational theories to analyze an organization of your choice.

- The purpose is to demonstrate both your capacity to effectively summarize these theories (capturing their key principles) and your ability to apply them to real context.

- In this essay, you also must show you can appreciate both the value and the limitations of these theories.

- Bonus points: Considering that some theories are more complex and sophisticated than others there is a bonus for those students who choose to meet the challenge.

Assessment Task 1 (Individual): 30%

- Here are the possible theoretical lenses you can use for your essay, and the bonus points that will be added to the assessment mark for those who choose to consider these theories.

    - Scientific management/bureaucracy theory (0 points);

    - Contingency theory (0 points);

    - Design thinking/open collaboration (1 point);

    - Power/organization politics (1 point);

    - Organizational culture (1 point);

    - Institutional theory (1 point);

    - Critical management/stakeholder/ethic theories (1 point);

    - Paradox theory (2 points).

Assessment Task 1 (Individual): 30%

- The assignment must be written in "essay" form. For information, refer to The UTS Business School Writing Guide (2020).

- Make sure you include several references (at least 4-5) from the recommended readings and/or from the references cited in the Lecture slides.

- The essay must be submitted as a Word document, of approximately 2,000 words (±10%) references excluded.

Assessment Task 2 (Group): 30%

- Due: 11:59pm Friday 19 May 2023 (report to be uploaded via Turnitin).

- Working in a team you will produce a report that demonstrates your capacity to apply academic knowledge in the workplace.

- In practice, you need to choose an organization that is experiencing a crisis or a challenge (a problem or opportunity) and select two academic papers from this list.

- These papers discuss theories that you think can provide insights into how to address the organization's issues. Thus, you need to "translate" the theoretical principles presented in these papers into concrete recommendations that can apply to the organization of your choice.

Assessment Task 2 (Group): 30%

- Please visit the website:
  https://canvas.uts.edu.au/courses/27164/pages/academic-papers-on-organization-theory?module_item_id=1265345

Theory	Exemplary Papers
Contingency theory	• Donaldson 1987, 'Strategy And Structural Adjustment To Regain Fit And Performance: In Defence Of Contingency Theory', Journal of Management Studies, vol. 24, no. 1.
Design thinking applied to management	• Gruber, M., de Leon, N., George, G., & Thompson, P. 2015. Managing by design. Academy of Management Journal, 58(1): 1-7. • Martin, R. L. 2007. Design and business: why can't we be friends? Journal of Business Strategy, 28: 6-12. • Jacobides, M. G., Cennamo, C., & Gawer, A. 2018. Towards a theory of ecosystems. Strategic Management Journal, 39(8): 2255-2276.

Assessment Task 2 (Group): 30%

Theory	Exemplary Papers
Stakeholder theory	• Donaldson, T., & Preston, L. E. 1995. The stakeholder theory of the corporation: Concepts, evidence, and implications. Academy of Management Review, 20(1): 65-91.
Organizational culture	• Giorgi, S., Lockwood, C., & Glynn, M. A. 2015. The many faces of culture: Making sense of 30 years of research on culture in organization studies. Academy of Management Annals, 9(1): 1-54.
Power and politics	• Fleming, P., & Spicer, A. 2014. Power in management and organization science. Academy of Management Annals, 8(1): 237-298.
Business Ethics	• Palazzo, G., Krings, F., & Hoffrage, U. 2012. Ethical blindness. Journal of Business Ethics, 109(3): 323-338. • Stansbury, J., & Barry, B. 2007. Ethics programs and the paradox of control. Business Ethics Quarterly, 17(2): 239-261.

Assessment Task 2 (Group): 30%

Theory	Exemplary Papers
Institutional theory	• Campbell, J. L. 2007. Why would corporations behave in socially responsible ways? An institutional theory of corporate social responsibility. Academy of Management Review, 32(3): 946-967.
Organizational paradox	• Alvesson, M., & Spicer, A. 2012. A Stupidity-Based theory of organizations. Journal of Management Studies, 49(7): 1194-1220. • Berti, M., & Simpson, A. V. 2021. The Dark Side of Organizational Paradoxes: The Dynamics of Disempowerment. Academy of Management Review, 46(2): 252-274.

Assessment Task 2 (Group): 30%

- A report (one per team) of 2,500 words max (excluding appendices and reference list).

- A presentation (10 minutes per team) in which all team members must have an active role (either by delivering part of it or by answering questions from the tutor and the audience).

- Teams must also prepare a presentation deck (10 slides maximum) to be used as audio-visual support for the delivery of the presentation.

Assessment Task 3 (Final Exam): 40%

- The final exam will be delivered in "take home" mode.

- You will be asked to answer 4 open questions.

- Each question will ask you to focus on a different theory or organizational issue, also requiring you to present correct applications/examples.

- In practice, each answer should look like a mini-essay (about 1-2 pages long, but not over 1,000 words).

Time for Team Building

- In order to complete the group assignment, you need to participate in team work.

- Four members per group.

- One member should be the coordinator.

- Give teaching assistant your member list before the weekend.

- Time of oral presentation will be determined after the member list is finalized.

- Each group has to complete the team charter and then upload it in Canvas before (due: Mar. 28 11:59pm Sydney time).

IDENTITY	What is our group's name?	
	What is it mission?	
OBJECTIVES	What is our group trying to accomplish? What are our objectives and how do we measure them?	
	Which activities are we planning to complete as a team (consider both assessments and learning journal (refer to the Subject outline): e.g., you might decide to use the team to support individual work	
RESOURCES	Which additional resources (personal contacts, experiences, skills etc.) relevant to the task can we activate	
CONSTRAINTS	Are there constraints / weaknesses that we need to consider? How can we deal with them?	
PROCESSES	How are we going to assure that everyone carries a fair workload?	
	What will we do if a group member's work doesn't meet our standards?	
	Other than in class, when and where will we meet and for how long?	
RULES	When is it OK to miss a meeting? How do we inform each other when we can't make a meeting or are running late?	
	What do we do with phone calls, messaging, Facebooking etc during meetings?	
	How do we deal with members who don't participate enough, participate too much or distract the group from its task?	
ROLES & HIERARCHY	Are we going to have formal roles and task attributions? Do we plan to rotate these roles?	
	Are we going to establish any form of internal hierarchy? If yes, why and how are we going to assign positions in this hierarchy; if not, why? Which other form of coordination will replace it?	
TECHNOLOGY	Which technologies are we going to use to collaborate effectively	
VALUES	What are the 3 leading principles or values that we pledge to follow as a team?	
	Are we planning to do something to reinforce team spirit and sense of belonging to the team?	

Group discussion: COVID-19: How does the pandemic influence organizations? How about the post-pandemic?

DON'T TALK TO ANYONE.
DON'T TOUCH ANYONE.

JUDE LAW
CONTAGION
SEPTEMBER 9

Understanding Organization

(Tutorial 1: Introduction)

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