A. Description

Organization Theory and Behavior (OTB) aims at providing conceptual and theoretical framework of management and organization to the students of Strategic Management. The subject is divided into two areas: Organization Theory and Organization Behavior. Organization Theory involves building and testing theory about organizations, their members and their management, organization-environment relations, and organizing processes. The area has a rich intellectual heritage. Theoretical advances in organization theory have included strategic choice, resource dependence theory, organizational ecology and institutional theory. Organization Behavior is the study of individuals and groups within an organizational context, and the study of internal processes and practices as they affect individuals and groups. Major topics include: individual characteristics such as beliefs, values and personality; individual processes such as perception, motivation, decision making, judgment, commitment and control; group characteristics such as size, composition and structural properties; group processes such as decision making and leadership; organizational processes and practices such as goal setting, appraisal, feedback, rewards, and behavioral aspects of task design; and the influence of all of these on such individual, group, and organizational outcomes as performance, turnover, absenteeism, and stress. The research implication of the theories and perspectives is discussed. The discussion will be extended to the aspects that influence or are influenced by different perspectives of organization and their implication to strategic management.

B. Purpose of Teaching-Learning Process

1. Students understand different perspectives of seeing organizations.
2. Students understand the core concepts of organizations.
3. Students understand the dynamics of structure, culture, and strategy of an organization in coping with environmental changes.
4. Students understand why individuals and groups have certain attitudes and actions.
5. Students understand the differences between attitude and action among individuals and groups.
6. Students are able to explain the research implication of OTB issues on Strategic Management.

C. Teaching-Learning Agenda

The sessions will be organized as a combination overview and review sessions, lecturing, group presentation, discussion and evaluation.

Each session will cover the following items:

- Introduction
- Session Overview/Review
• Group Presentation & Discussion
• Lecturing
• Question-Answer Session
• Conclusion

Facilitators will use the student-centered learning approach. Students must allocate a certain amount of time to prepare their participation in each session (making summary of readings, answering pre-assigned questions, addressing relevant questions etc.).

D. Assignment

1. Students prepare group presentation.
2. Students submit paper to be presented at each preassigned session. Group paper is the result of analysis of the readings in each topic session.
3. Students handout power-point slides of their presentation to the Program for duplication.
4. Students take mid-term examination.
5. Students submit final paper on the due date: December 15, 2007 at 7pm. The final paper is a research proposal. This individual final paper must consist of at least:
   a. Theoretical background of the topic (“why”)
   b. Hypotheses or propositions (“so what”)
   c. Method of Data Collection and Analysis (“how”)

Group and individual paper must be well typed (no typo errors): 1.5 space and 12 font Times New Roman, maximum 20 pages for group paper and maximum 30 pages for individual final paper, both in A4 paper format. The paper will be evaluated and graded based on the quality of the content (50%), writing organization (30%), and physical appearance (20%).

E. Grading

Paper & Group Presentation..........................................................25%
Final Paper..........................................................50%
Class Participation..........................................................25%

F. Selected References: See Appendix 1 and Appendix 2.
### G. Schedule

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<th>Date</th>
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<td>Organization and Strategic Management</td>
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<tr>
<td>- Introduction Organization Theory &amp; Behavior</td>
<td>1 September 2007 (09.00am-11.30am)</td>
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<tr>
<td>- Organizational Perspectives and Concepts</td>
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<td>- Organization Effectiveness</td>
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<td>- Structure and Strategy</td>
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<tr>
<td>- References: Cummings &amp; Worley Chapters 1 &amp; 3; Hatch Chapters 1, 2, 4; Jaffee Chapters 1 &amp; 2; Jones Chapter 1</td>
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<td><strong>Session II, AF</strong></td>
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<td>Organization and Environment</td>
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<td>- Introduction</td>
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<td>- Modern Perspective</td>
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<td>- Post-Modern Perspective</td>
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<tr>
<td>- References: Child, Dess &amp; Beard, Hannan &amp; Freeman, Hrebeniak &amp; Joyce, Jaffee Chapter 9, Jones Chapters 6 &amp; 8; Hatch Chapter 3, Morgan, Miles et al.</td>
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<td><strong>Session III, WI</strong></td>
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<tr>
<td>Organization and Structure: Different Alternatives and Approaches</td>
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<tr>
<td>- References: Beekun; Birkinshaw et al; Dow; Hatch; Jaffee Chapters 5, 6 &amp; 10; Jarillo; Jones Chapters 3 &amp; 4; Malnight; Markides &amp; Williamson; Mintzberg, Morgan</td>
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<td><strong>Session IV, AF</strong></td>
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<td>Organization Control and Innovation</td>
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<td>- References: Glynn; Hage; Hatch; Jaffee Chapters 5 &amp; 10; Jones Chapter 2; Jermier; McMahon &amp; Perritt; Morgan; Woodman et al.</td>
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<td><strong>Session V, WI</strong></td>
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<td>Organizational Change and Learning</td>
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<tr>
<td>- References: Crossan et al; Cummings &amp; Worley Chapters 5, 9 &amp; 10; Daft &amp; Weick; Dodgson; Hatch; Jaffee Chapter 7; Jones Chapters 12 &amp; 13; Kim; Morgan; Popper &amp; Lipshitz</td>
<td>29 September 2007 (09.00am-11.30am)</td>
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<td><strong>Session VI, WI</strong></td>
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<td>Roles of Technology and Culture in Organizations</td>
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<tr>
<td>- References: Altman &amp; Baruch; Chatman &amp; Jehn; Hatch; Jaffee Chapters 7 &amp; 8; Jones Chapters 5 &amp; 9; Linstead &amp; Grafton-Small; Morgan; O'Reilly</td>
<td>6 October 2007 (09.00am-11.30am)</td>
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<td><strong>Session VII, BWS</strong></td>
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<td>Issues in Organizational Development</td>
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<td>Different Approaches, Issue of Ethics, Power &amp; Politics and the Future of Organizational Development</td>
<td>27 October 2007 (09.00am-11.30am)</td>
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<td>- References: Cobb &amp; Margulies; Dunphy &amp; Stace; Gieves; Kegan; Kumar &amp; Thibodeaux; McKendall; Mozerne; Nicholas &amp; Katz; Neuman et al; Szymanowski; White &amp; Rhodeback; White &amp; Wooten</td>
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<td><strong>Session VIII, BWS</strong></td>
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<tr>
<td>Introduction of Organizational Behavior</td>
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<tr>
<td>- References: Kreitner &amp; Kinicki Chapter 1; Mintzberg (1979); Whetten</td>
<td>3 November 2007 (09.00am-11.30am)</td>
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<td><strong>Session IX, BWS</strong></td>
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<td>- Pygmalion Effect</td>
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<td>- References: Eden; Kelley; Kelley &amp; Michella; Kierein &amp; Gold; Kreitner &amp; Kinicki Chapter 7; Livingston</td>
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<td><strong>Session X, BWS</strong></td>
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<td>- Anomalies of Behavior</td>
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<tr>
<td>- References: Herzberg; Kreitner &amp; Kinicki Chapters 8-9; Landy &amp; Becker; Porter et al. Chapters 1-2; Vardi &amp; Wiener Chapter 6; Robinson &amp; Bennett</td>
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<td>Session and Topic</td>
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<td><strong>Session XI, BWS</strong>&lt;br&gt;Group Dynamics&lt;br&gt;  ▪ Group Collaboration  ▪ Group Effectiveness and Productivity  ▪ References: Brown; Erez &amp; Somech; Goodman, Ravlin &amp; Schminke; Kreitner &amp; Kinicki Chapters 10-11; Prussia &amp; Kinicki; Wagner III</td>
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<td><strong>Session XII, BWS</strong>&lt;br&gt;Decision-Making Process&lt;br&gt;  ▪ Image &amp; Framing in Decision-Making Process  ▪ Commitment Escalation  ▪ Groupthink  ▪ References: Beach Chapters 1, 6, 9, 10, 14, 16-18; Bernthal &amp; Insko; Brockner; Dunegan; Janis; Kreitner &amp; Kinicki Chapter 12; Kühberger; Lipshitz; Ross &amp; Staw; Whyte</td>
<td>1 December 2007 (09.00am-11.30am)</td>
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<tr>
<td><strong>Session XIII, BWS</strong>&lt;br&gt;Power and Influence&lt;br&gt;  ▪ Interaction of Power and Influence  ▪ Influence Outcomes  ▪ References: Astley &amp; Sachdeva; Brass &amp; Burkhardt; Falbe &amp; Yukl; French &amp; Raven; Hickson et al; Kanter; Kreitner &amp; Kinicki Chapter 15; Yukl, Kim &amp; Falbe; Yukl &amp; Tracey</td>
<td>8 December 2007 (09.00am-11.30am)</td>
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<td><strong>Session XIV, BWS</strong>&lt;br&gt;Leadership&lt;br&gt;  ▪ Managers and Leaders  ▪ Leaders and Managers Exchange (LMX)  ▪ References: Hollander &amp; Offermann; House &amp; Aditya; Kreitner &amp; Kinicki Chapter 16; Liden, Sparrowe &amp; Wayne; Mintzberg (1971); Sparrowe &amp; Liden; Sparrowe, Soetjipto &amp; Kraimer; Zaleznik</td>
<td>15 December 2007 (09.00am-11.30am)</td>
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**Due Date of Final Paper Submission**<br>Friday, 28 December 2007 07.00pm

**H. Group Presentation Assignment (Sessions 4-7, Sessions 9-14)**

- Session 4  ▪ G1
- Session 5  ▪ G2
- Session 6  ▪ G3
- Session 7  ▪ G4
- Session 9  ▪ G5
- Session 10  ▪ G6
- Session 11  ▪ G7
- Session 12  ▪ G8
- Session 13  ▪ G9
- Session 14  ▪ G10
Appendix 1: References for Sessions 1-7


www.aomonline.org (Academy of Management)

www.smsweb.org (Strategic Management Society)
Appendix 2: References for Sessions 8-14


www.aomonline.org (Academy of Management)

www.smsweb.org (Strategic Management Society)

…If hypothesis, data, and analysis lead to proof and new knowledge in science, shouldn’t similar processes lead to change in organizations?

The answer is obvious—NO!

Organizational changes (or decisions or policies) do not instantly flow from evidence, deductive logic, and mathematical optimization. (Roberts 1977)¹