

BUS 87201 – Doctoral Seminar in Organizational Theory

Fall 2024

Thursdays, 10:00 am to 12:30 pm

NVC: 9-215 – Management Conference Room

Professor Naomi A. Gardberg

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Office hours: email me and we'll find a time to meet

Course Description

This doctoral seminar's primary objective is to survey the major theoretical perspectives and topics studied in organization theory (OT) research. The course covers both theoretical and empirical papers, both classic and contemporary writings. It is intended to help you develop a schema for understanding organizations and organization-environment relations. Through this course students should develop a sensibility that allows them to understand organizations as distinct entities and not just as collections of individuals.

Buy this book

- Scott, W. Richard and Gerald F. Davis (2007). ***Organizations and Organizing: Rational, Natural, and Open System Perspectives***. New York: Taylor and Francis. (ISBN-13: 978-0131958937). **Note, previous versions of this text with only Scott as the author are NOT acceptable.*

<https://gc.textbookx.com/institutional/index.php?action=browse#books/4597695/>

Choose the e-book or hard copy based on your learning style. You will need this material for your comprehensive exam, so I encourage you to BUY not rent.

The remaining articles and book chapters are available from the library or provided by the instructor.

Course Objectives

- To introduce the foundational theories and frameworks in organization theory.
- To identify and compare the key assumptions underlying core organization theories.
- To review and acknowledge rich methodologies in OT research.
- To stimulate, to integrate, and to apply organization theories to current phenomena.

Course Grading and Requirements

This course will be run primarily as a seminar and all students will be expected to have completed all of the weekly reading and/or exercises before class, and to be prepared to discuss all aspects of the readings and/or exercises.

Grading

You can earn up to 100 points in this class.

Class discussion	30
Paper proposal/presentation	10
Review	10
Final paper/presentation	40
Response Letter	10
	100

Course Requirements

An important part of this course will be your socialization into academia and essential tasks such as reviewing. Therefore, about two-thirds of the way through the semester, your research paper for this class will be submitted for double-blind review¹, and you will serve as a reviewer for a classmate's paper. The review you write, along with your revised manuscript and your response letter will form the bulk of your grade. The rest of your grade will be based on class contribution.

Class Discussion: You are required to read all the assigned reading for each session and be prepared to actively participate in class discussions. Since class discussion is a key element of the seminar, absences and lack of preparation are not acceptable. Class preparation will always involve reading all of the weekly assignments. In addition, each of you will take a lead on a deeper level of preparedness for at least one article and will prepare a one-page summary of the paper. These one-page summaries will be vital for preparation for comprehensive exams.

You should also come prepared with some good questions that can serve as the basis for discussion in class. To clarify, your job as discussion leader is not to be the professor for the day or to fully run the class. I will maintain that responsibility. But you do need to be even more prepared than usual when you are the discussion leader.

Paper Proposal/Presentation: On November 7, submit a 3 - 5-page (double spaced) proposal of your Final Paper topic. You also will give a 15-minute presentation of your proposal in class on November 7. The class period will be devoted to helping you begin thinking about your final

¹ We may have to adjust this task based upon class size.

paper, so the more preparation you put into this proposal, the better feedback you are likely to receive.

Final Paper/Presentation: Participants will also need to write a research paper that relates one or more topics covered in class to their own research interests. Your final paper should heavily borrow an organizational theory (or theories) covered in this class and be organized as the front end of a research article (i.e., Title, Abstract, Introduction, Theory, Hypotheses). In other words, the topic should squarely focus on an organizational level of analysis and the theory section should be citing articles covered in this class. Since this class is a theory class, you are not expected to collect and analyze empirical data. But you should include a methodological section in the article that explains a data collection and analysis plan that would allow you to test your hypotheses. You will give a 20-minute presentation of your final paper in class in December. The final paper is due December 21 at 9 am.

The manuscript should be in AOM format with 12-point font and 1-inch margins. Please double space. I encourage you to begin using an app, such as Zotero, for reference tracking and formatting.

Review (10% of grade): You are responsible for providing a quality review of a journal article submitted to the blind review process. Keep your review to two, single-spaced pages.

Grading Scheme

We use the Graduate Center Grading Scheme as follows:

A	93.0 - 100	B+	87.0 – 89.9	C+	77.0 – 79.9	F < 70.0
A-	90.0 – 92.9	B	83.0 – 86.9	C	73.0 – 76.9	
		B-	80.0 – 82.9	C-	70.0 – 72.9	

Blackboard

The Graduate Center will remain on Blackboard through the fall semester. It will serve as a **repository** for course documents such as a copy of this syllabus, forms, assignments and other course information. Bb will also serve as a means of **communication** to distribute and collect information and assignments.

The class schedule may change in response to our guest speakers. Remember to check Bb and your email regularly. You are responsible for material sent to your Baruch email account and posted on the Bb site. Remember to frequently check them.

Academic Integrity

Research, teaching, and learning involve the pursuit of truth, which cannot be pursued by presenting someone else’s work as your own. By following the procedure outlined below, you will establish a basis of trust that will remain unless you provide reason to suspect it has been violated:

Visit the college's **Academic Honesty Policy** web site. Read the material it contains.
https://www.baruch.cuny.edu/academic/academic_honesty.html

Send me an email (or bring a signed statement to class) truthfully stating that you have read the web page, understood it, and that you agree to act according to the principles it expresses by **September 5th**.

The use of artificial intelligence (AI) is strictly prohibited in all coursework and assignments. This includes, but is not limited to, the use of AI-generated text, speech, or images, as well as the use of AI tools or software to complete any portion of a project or assignment. Any violations of this policy will result in disciplinary action, up to and including a failing grade for the assignment or course. Our goal is to encourage critical thinking and creativity, and the use of AI detracts from this objective. Students are expected to use their own knowledge, research and analysis to complete coursework.

We will have a panel on Academic Integrity during Ethics Week. For further discussion of plagiarism and clarification of its parameters, see *the online plagiarism tutorial* prepared by members of the Newman Library faculty at <https://guides.newman.baruch.cuny.edu/plagiarism>. If questions remain, ask me. Ignorance is not an acceptable excuse for unacceptable practices. For the record, if you violate the precepts of academic integrity, you will receive a zero for the assignment and your name will be forwarded to the Doctoral Office, where a notation will become part of your file at Baruch.

Disabilities

Students with disabilities may be eligible for a reasonable accommodation to enable them to participate fully in courses at Baruch/The Graduate Center. For more information (with confidentiality) contact Clare Wilson or Elise Perram (212.817.7400 or disabilityservices@gc.cuny.edu) and consult the Graduate Center Student Handbook.

Counseling and Student Health

Students may occasionally have personal issues that arise while pursuing higher education that may interfere with academic performance. If you are facing problems affecting your coursework, you are encouraged to speak with the Grad Center's Wellness Center Student Counseling Services:

The Wellness Center Student Counseling Services offers short-term individual and group counseling and psychotherapy, couples counseling, consultation and referral services, and a variety of programs and workshops relevant to graduate student life. These include help in overcoming obstacles to writing the dissertation, and workshops on topics from time management to mindfulness meditation. Our services are confidential, and they are available free of charge to matriculated students registered at **The Graduate Center** and the **Craig Newmark School of Journalism**. For those who are ineligible for our services (i.e. temporary

students, visiting scholars, non-degree/non-matriculated students, and students registered at other CUNY campuses), please feel free to visit our resources page.

Most sessions will be in-person; however, some sessions may take place via Zoom. Please note that readings and activities are subject to modification – please check Blackboard regularly for any changes.

Tentative Course Topics

I need to double check and coordinate with the Strategy Seminar to confirm the topics and their order. A detailed schedule is in process.

Week 1 – Introduction and Overview of Organization Theory

Week 2 - Rational Systems & Natural Systems

Week 3 - Open Systems & 'Old' Institutional Theory

Week 4 – Contingency Theory

Week 5 - Carnegie School – Behavioral of the Firm

Week 6 - Organizational Learning

Week 7 - Organizational Ecology

Week 8 – 'New' Institutional Theory Foundations

Week 9 - Resource Dependence

Week 10 – Organizational Economics

Week 11 – Networks

Week 12 – Social Movements

Week 13 - Social Evaluations

Week 14 - International OT

Week 15 – Final Presentation