



Universidad
Carlos III de Madrid
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Introduction to Theory of Organizations

General description of the course

The course will present a pluralistic view of the various schools on the Theory of Organizations.



Course Overview

- 1) Introduction: How to define and classify organizations
 - a. Henry Mintzberg: Five types of organizational structure
 - b. Amitai Etzioni *A comparative analysis of complex organizations*
- 2) Classical Theories of Organization
 - a. Frederick Taylor *Scientific Management*
 - b. Henri Fayol *Administrative Theory*
 - c. *Fordism*
 - d. Human Relations
 - i. Elton Mayo *Human Relations* (Hawthorne experiments)
 - ii. Chester Barnard *The Functions of the Executive*
 - e. Human Resources School
 - i. Frederick Hertzberg *Motivation and hygiene*
 - ii. Douglas McGregor *The human Side of Enterprise*
 1. *Theory X*
 2. *Theory Y (Abraham Maslow)*
 3. *Theory Z (Deming & Ouchi)*
 - iii. Leadership
- 3) Political Theories
 - a. Robert Michels: The iron law of oligarchies
 - b. Michel Crozier
 - c. Jerry Pfeffer
- 4) Rational Choice Theories
 - a. Herbert Simon *Bounded Rationality/ Organizations*
 - b. Transaction Cost Theory
 - c. Agency Theory
- 5) Cultural Theories
 - a. Institutionalism:
 - i. Philip Selznick *The Organization as Social Arena*
 - ii. Robert K. Merton: Ritualism
 - b. Neo Institutionalism
 - i. DiMaggio *Institutional isomorphism*
 - c. Cultural approaches
 - i. Geert Hofstede *Cultures and Organizations*
- 6) System Theories
 - a. Daniel Katz & Robert Kahn *The Social Psychology of Organizations*
 - b. Howard E. Aldrich *Organizations and Environments*



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Recommended readings

- Hodge, B. J. (1996). *Organization Theory: A Strategic Approach*. Prentice-Hall.
- Scott, W. R. (1981). *Organization: Rational Natural and Open Systems*. Prentice-Hall.
- Perrow, C. (1986). *Complex Organizations: A Critical Essay*. McGraw-Hill Publishers.