

ORGANIZATIONAL CULTURE CHANGE
SYD 6901-U02 Special Topics: Organizational Culture Change
Thursdays 3:30 to 6:15. Fall 2005 PC 439
Florida International University
University Park Campus - Miami, Florida

Version of September 1, 2005

INSTRUCTOR

Dennis Wiedman, Ph.D. Anthropologist

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Email communication should be within WebCT. I try to respond to emails within three days.

COURSE DESCRIPTION

This graduate level course provides an overview of the theories and methods developed over the past century to understand organizations. More specifically, it focuses on the anthropological study of organizations and the use of “Organizational Culture;” the perspective that organizations, and subsets within organizations, have their own unique cognitive, sociopolitical, and material culture. This perspective can be used to understand the full range of organizations: large and small, corporate and non-profit, government and non-government, local and multi-national.

An understanding of “Organizational Culture” empowers individuals to organize information, symbols, and people in ways that influence planning, evaluation, policies, and resource allocations. Through readings, discussions, and participant-observation, the student will become familiar with facilitating directed culture change to proactively adjust an organization to a changing environment.

REQUIRED BOOKS

Jay M. Shafritz, J. Steven Ott, and Yong Suk Jang

2005 Classics of Organization Theory, Sixth Edition. Belmont, CA: Thomson Wadsworth.

Ann Jordan

2003 Business Anthropology. Long Grove, IL: Waveland Press.

JOURNALS AND BOOK CHAPTERS

Acker, Joan

2005 (Originally 1992) Gendering Organizational Theory. *In* Classics of Organization Theory. 6th Edition. J.M. Shafritz, J.S. Ott, and Y.S. Jang, eds. Pp. 450-459. Belmont, CA: Wadsworth.

Bourgois, Philippe

2004 From Jibaro to Crack Dealer: Confronting the Restructuring of Capitalism in in El Barrio. (Originally published in 1995). *In* Anthropological Theory: An Introductory History. R.J. McGee and R.L. Warms, eds. Pp. 329-344.

Cook, Scott D. N., and Dvora Yanow

2005 Culture and Organizational Learning (Originally 1993). *In* Classics of Organization Theory. 6th Edition. J.M. Shafritz, J.S. Ott, and Y.S. Jang, eds. Pp. 368-382. Belmont, CA: Wadsworth.

Gore, Al

2005 (Originally 1993) Creating a Government that Works Better & Costs Less. Report of the National Performance Review. *In* Classics of Organization Theory. 6th Edition. J.M. Shafritz, J.S. Ott, and Y.S. Jang, eds. Pp. 460-468. Belmont, CA: Wadsworth.

Heyman, Josiah McC.

2004 The Anthropology of Power-Wielding Bureaucracies. *Human Organization* 63(4):487-500.

Martin, Joanne

2005 Organizational Culture: Pieces of the Puzzle. (Originally 2002). *In* Classics of Organization Theory. 6th Edition. J.M. Shafritz, J.S. Ott, and Y.S. Jang, eds. Pp. 352-359. Belmont, CA: Wadsworth.

Ouchi, William G.

2005 (Originally 1981) The Z Organization. *In* Classics of Organization Theory. 6th Edition. J.M. Shafritz, J.S. Ott, and Y.S. Jang, eds. Pp. 424-435. Belmont, CA: Wadsworth.

Peters, Thomas J, and Robert H Waterman

2005 (Originally 1982) In Search of Excellence: Simultaneous Loose -Tight Properties. *In* Classics of Organization Theory. 6th Edition. J.M. Shafritz, J.S. Ott, and Y.S. Jang, eds. Pp. 436-440. Belmont, CA: Wadsworth.

Senge, Peter M.

2005 (Originally 1982) The Fifth Discipline: A Shift of Mind. *In* Classics of Organization Theory. 6th Edition. J.M. Shafritz, J.S. Ott, and Y.S. Jang, eds. Pp. 441-449. Belmont, CA: Wadsworth.

Shafritz, Jay M., J. Steven Ott, and Yong Suk Jang

2005 Organizational Culture Theory. *In* Classics of Organization Theory. 6th Edition. Pp. 352-359. Belmont, CA: Wadsworth.

- Shafritz, Jay M., J. Steven Ott, and Yong Suk Jang
 2005 Reform Through Changes in Organizational Culture. *In Classics of Organization Theory*. 6th Edition. J.M. Shafritz, J.S. Ott, and Y.S. Jang, eds. Pp. 415-423. Belmont, CA: Wadsworth.
- Schein, Edgar H.
 2005 Defining Organizational Culture. *In Classics of Organization Theory*. 6th Edition. J.M. Shafritz, J.S. Ott, and Y.S. Jang, eds. Pp. 360-367. Belmont, CA: Wadsworth.
- Trice, Harrison Miller, and Janice M. Beyer
 2005 Changing Organizational Culture (Originally 1993). *In Classics of Organization Theory*. 6th Edition. J.M. Shafritz, J.S. Ott, and Y.S. Jang, eds. Pp. 383-392. Belmont, CA: Wadsworth
- Wiedman, Dennis
 2001 Directing Organizational Culture Change through Strategic Planning and Leadership. *In Careers in Anthropology: Profiles of Practitioner Anthropologists*. NAPA Bulletin 20. Paula. Sabloff, ed. Pp. 99-103, Washington: American Anthropological Association. Available electronically through *AnthroSource*.
- 2000 Best Practices Compared to Strategic Management and Total Quality Management: A New Paradigm or an Incremental Change in Management Culture. *High Plains Applied Anthropologist* 20(2):146-152.
- 1998 Effective Strategic Planning Roles For Anthropologists. *Practicing Anthropology* 20(1):36-39.
- 1992 Effects on Academic Culture of Shifts from Oral to Written Traditions: The Case of University Accreditation. *Human Organization* 51(4):398-407.
- 1990 University Accreditation: Academic Subcultural and Organizational Responses to Directed Change. *In Crosscultural Management and Organizational Culture*. T. Hamada and A. Jordan, eds. Pp. 227-246, Vol. 42. Williamsburg, Virginia: Studies in Third World Societies:.

COURSE REQUIREMENTS

Following a seminar format, course participants are expected to actively engage in class discussions by being prepared to discuss the assigned readings and by leading presentations and discussions in class and in WebCT. Components of the course are as follows:

Discussion of Readings: Participants will take turns leading discussions on the course readings. The readings and presentation dates will be assigned in the first two weeks of the semester. To focus the discussion the student should prepare in advance discussion points and questions about the reading. Submit these to course participants in WebCT by 9:00 AM the Wednesday prior to the Thursday class. During class, briefly summarize the reading and then lead the discussion based on your major topics or questions.

Organizational Analysis: Students will conduct original anthropological research in an organization documenting and analyzing features of organizational culture. It should be based on original social science research, such as rapid ethnographic assessment, participant-observation, interviews, document content analyses, etc. Focus on an aspect of interest to the student, or even better, an issue defined by organizational members. Describe the organization's culture: schema, values, mission, goals, policies, funding, etc. Explicitly state a theoretical paradigm that best explains your perspective citing books and articles where appropriate. In order to gain access to an organization a letter of interest, a one page resume, and possibly an IRB application may be needed.

Course Paper: This final paper for the course brings together all the components of the course by presenting the student's organizational analysis within anthropological theory and methods. It focuses on specific aspects of importance to the student and/or the subject organization.

Course Presentation: Students make a Power Point presentation to the class based on their organizational analysis, course readings, and experiences.

Participation: During class, and in WebCT, take an active role in discussing the readings, topics, and issues. Students should be prepared to verbally and in writing demonstrate their comprehension of the class presentations and integration of the reading materials.

WEB ASSISTED COURSE MATERIALS

WebCT supports class presentations and the student learning experience with learning components such as related readings, web page links, discussions, emails, and extra credit exercises. Read "Announcements" for course instructions and be sure to regularly check "Content" for course information. Email instructor only within WebCT. It is required that students participate in the on-line email, discussions, and assignments within WebCT. Internet access can be through any computer. Computers in the FIU computer labs and the library are available for those who do not have personal computers. Begin WebCT from bottom of FIU main page, or go directly to: http://webct.fiu.edu/webct/ticket/ticketLogin?action=print_login&request_uri=/webct/homearea/homearea%3F

Learn how to get started with WebCT or find answers to your questions at: http://uts.fiu.edu/index.cfm?action=webct_studfaq

STYLE GUIDE

To promote your development of a professional writing style, in all written assignments use the style and format prescribed by the *American Anthropologist*. See the AAA Style Guide at http://www.aaanet.org/pubs/style_guide.htm See "Reference Your Sources" in course content of WebCT.

TOPIC AND COURSE SCHEDULE

The course schedule is updated as the course proceeds. The schedule includes dates for topic presentations, quizzes, readings, discussions, and assignments. Reading assignments are an important foundation for discussion and tests. It is expected that students will be familiar with the assigned reading by the designated dates.

Week One: September 1 Course Overview

Week Two : September 8

Jordan 2003: 1-38

Wiedman 2001. Organizational Culture Change through Strategic Planning and Leadership.

Heyman 2004. The Anthropology of Power-Wielding Bureaucracies

Week Three: September 15

Jordan 2003: 39-83

Wiedman 2000. Best Practices Compared to Strategic Management and TQM.

Wiedman 1998 Effective Strategic Planning Roles For Anthropologists

Shafritz et. al. 2005: ix-26. Introduction

AAA, NAPA, SFAA Ethics Statements. IRBs, Human Experimentation Certification

Week Four: September 22

Jordan 2003: 83-115

Wiedman 1992. Effects on Academic Culture of Shifts from Oral to Written Traditions

Bourgois 2004. From Jibaro to Crack Dealer: Confronting the Restructuring of Capitalism.

Week Five: September 29

Wiedman 1990. University Accreditation: Academic Subcultural and Organizational Responses to Directed Change

Shafritz et al 2005: 352-359. Organizational Culture Theory

Schein 2005: 360-367. Defining Organizational Culture

Week Six: October 6

Cook and Yanow 2005. Culture and Organizational Learning

Trice and Beyer: 2005 Changing Organizational Culture

Week Seven: October 13

Martin, Joanne. 2005 Organizational Culture: Pieces of the Puzzle. (Org 2002)

Shafritz, Ott, and Jang. 2005 Reform Through Changes in Organizational Culture.

Week Eight: October 20

Ouchi 2005 (Org 1981) The Z Organization.

Peters and Waterman. 2005 (Org1982) In Search of Excellence.

Week Nine: October 27

Senge 2005 (Originally 1982) *The Fifth Discipline: A Shift of Mind.*

Acker 2005 (Originally 1992) *Gendering Organizational Theory.*

Week Ten: November 3

Gore 2005 (Originally 1993) *Creating a Government that Works Better & Costs Less.*

Cox 2005 (Originally 2001) *Creating the Multicultural Organization: The Challenge of Managing Diversity*

Week Eleven: November 10

Week Twelve: November 17

Week Thirteen: November 24: Thanksgiving Holiday – No Class

Week Fourteen: December 1

Course Paper due Monday, December 5. WebCT by Noon. Printed copy in mailbox.

Week Fifteen: December 8

Student Presentations

Finals Week: December 13 – Final Class Meeting

Student Presentations – If needed

CLASS PARTICIPATION

During class and in WebCT students should verbally and in writing demonstrate their comprehension of the class presentations and reading materials.

ATTENDANCE

Attendance will be taken throughout the term. Three or more recorded absences results in a reduction of the student's Total Points for the course. Students who observe religious holidays should inform the instructor within the first two weeks of the semester.

ACADEMIC ETHICS

It is strictly prohibited to submit as one's own work material provided by a professional research agency, the internet, or other persons. Students who violates these principles receive a grade of "F" for the course. Instructor may submit essays to "Turn-It-In" for an assessment of originality. The instructor also has the authority to consider academic misconduct charges that carry considerable penalties. Please consult the University student handbook for further information on plagiarism and its consequences.

GRADING

Discussions/Participation:	
In Class	10
WebCT	10
Leading Discussions	25
Course Presentation	25
Course Paper	30
Attendance	Minus
Total Points	100

FINAL GRADE CALCULATION

Grand Total Points

A	= 95 - 100	C	= 70 - 72
A-	= 90 - 94	C-	= 67 - 69
B+	= 85 - 89	D+	= 63 - 66
B	= 80 - 84	D	= 60 - 62
B-	= 77 - 79	F	= 59 or less
C+	= 73 - 76		