

PSCI 504
Organization Theory
Spring 2012

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Course Description

This seminar provides a comprehensive overview of organization theory, particularly as it relates to public management and organizational excellence. Our goal is to determine what each major school of thought can tell us about how to structure and manage complex organizations and to develop our own theory of organizational excellence.

Course Objectives

1. To develop skill in theory-building
2. To increase conceptual and theoretical knowledge

Required Texts

1. Shafritz, Ott, and Jang, Classics of Organization Theory (Wadsworth, 2011).
2. Jonathan Tompkins, Organization Theory and Public Management (Wadsworth, 2005).

There are also a few articles on Moodle. Login at <http://umontana.online.edu>.

Course Requirements

Students are required to read all reading assignments and be prepared to discuss them in class. Students are also required to write six 3-4 page writing assignments, the last of which is your take-home final exam (100 points each).

A = 558-600 points
B = 498-521

A- = 540-557
B- = 480-497

B+ = 522-539
C+ = 462-479

Reading Assignments

Feb. 2 Organization Theory and Public Management
Read Tompkins chapters 1, 2, and 3.

Feb. 9 Weber's Theory of Bureaucracy
Read Tompkins chapter 4 and Max Weber's "Bureaucracy" in Shafritz et al.

- Feb. 16 Scientific Management Theory
Read Tompkins chapter 5 and Frederick Taylor's "The Principles of Scientific Management" in Shafritz et al.
- **Assignment #1 due Tuesday, February 21****
- Feb. 23 Administrative Management Theory
Read Tompkins chapter 6, and Henri Fayol's "General Principles of Management" and Luther Gulick's "Notes on the Theory of Organization," in Shafritz et al.
- March 1 Pre-Human Relations Theory
Read Tompkins chapter 7, and Mary Parker Follett's "The Giving of Orders" in Shafritz et al.
- March 8 Human Relations Theory
Read Tompkins chapter 8, and Fritz Roethlisberger's "The Hawthorne Experiments" in Shafritz et al.
- ** Assignment #2 due Monday March 12****
- March 15 The Open Systems Perspective
Read Tompkins Chapter 11, and Burns and Stalker's "Mechanistic and Organic Systems" and James D. Thompson's "Organizations in Action" in Shafritz et al.
- March 22 Participative Management Theory
Read Tompkins Chapter 12 and get a head start on Chapter 13.
- March 29 Human Resources Theory
Read Tompkins Chapter 13, Douglas McGregor's "The Human Side of Enterprise" in Shafritz et al., and Frederick Herzberg, "One More Time: How Do You Motivate Employees?" (on Moodle). **Note: Please skip over Herzberg's offensive references to rape.**
- April 5 **** Spring Break****
- **Assignment #3 is due Monday, April 9****
- April 12 Total Quality Management Theory
Read Tompkins Chapter 14, Mary Walton's "Parable of the Red Beads" and Joseph Sensenbrenner's "Quality Comes to City Hall," both on Moodle.

****Assignment #4 is due Monday, April 16****

April 19

The Organizational Culture Perspective

Read Tompkins Chapter 15, and William Ouchi's "The Z Organization," pp. 427-432 only, in Shafritz et al.

April 26

Visionary Leadership and Symbolic Management Theory

Read Peters and Austin's "Attention, Symbols, Drama, Vision – and Love" (Chapter 16 of A Passion for Excellence), and Charles Joiner's "Making the "Z" concept work", both on Moodle.

****Assignment #5 Due Monday, April 30****

May 3

Leadership as a Moral Obligation

Read Tompkins chapter 16 and Robert Behn's "What Right Do Public Managers have to Lead" on Moodle.

****Final Exam Due by Thursday, May 10 ****

Writing Assignments and Rules of the Game

Your writing assignments are to be written in a specific way in order to achieve specific purposes. They are to be 3-4 pages in length, typed, and double-spaced. For purposes of analysis, they require you to choose a small organization or organizational unit in a large organization with which you are familiar and which has a relatively clear and distinct mission (e.g., a school, nonprofit agency, government agency or bureau). Some advice:

1. Your goal is to pack as much analysis as possible into relatively few pages. This requires you to walk a fine line between succinctness on the one hand and depth of analysis on the other.
2. Each paper should offer a title and appropriate subheadings, as follows:

[Title]

Introduction

[Your First Core Concept (e.g., **Task Specialization**)]

[Your Second Core Concept]

[Your Third Core Concept]

Application

3. Rules: Your introduction must a) introduce the school of thought under study by placing it in historical or theoretical context, b) articulate the school's implicit theory of organizational excellence, and c) establish the purpose of the paper, i.e., "to assess the relevance of the theory under study for your organization as it

- continues its pursuit of excellence.” For (b) above, introduce the implicit theory of excellence as follows: Theory such-and-such holds that organizational excellence is achieved by [doing] x, y, and z [where x, y, and z are the theory’s core concepts].
4. The body of the paper must provide an “imaginative description” of how your organization would look and be managed if each core concept were fully implemented. [I don’t want to know how your organization currently looks or acts].
 5. Academically speaking, your goal is to demonstrate how well you understood the theory. So, a) be sure to begin each subsection with a conceptual definition of the core concept itself, b) make appropriate references to key theorists (e.g., “Taylor, believed, for example, that . . .”, and c) begin the second paragraph in each section as follows: “If this theory were fully implemented at agency X, then . . .”
 6. In the final section [Application], offer your assessment regarding the value, or lack of value, of this theory for your organization.

Note: Rewrites will be allowed only on assignment #1 and only within 2 weeks of receiving the paper back.

Writing Assignment #1 – Scientific Management Theory

Write an essay analyzing scientific management as a theory of organizational excellence by identifying the implicit theory of excellence (see above) and describing what your organization would look like (how it would be structured, managed and/or operated) if it were organized strictly in accordance with scientific management theory. As you will say in your introduction, the purpose of your paper is to explore the relevance of scientific management theory to your organization as it continues its pursuit of excellence.

Close with an assessment of the relevance of this theory to your organization given its commitment to the pursuit of excellence.

Advice: Because work standardization lies at the heart of Taylor’s theory, and because it assumes narrow division of labor, you can discuss the latter under work standardization.

Writing Assignment #2 – Human Relations Theory

Repeat Assignment #1, but this time utilizing human relations theory (Mayo/Roethlisberger).

Advice: find a way to place each core concept in the context of a specific experiment or program.

Writing Assignment #3 – Human Resources Theory

Repeat Assignment #1, but this time utilizing human resources theory (Likert/McGregor/Argyris/Herzberg).

Advice: Integrating these two chapters will be difficult. I suggest taking the three core concepts of Likert's participative management, adding the development of human resources as a fourth, and adding Herzberg's job enrichment as a fifth. Points will be deducted if a) you don't demonstrate you have read Herzberg's article, and b) you don't emphasize the cross-cutting theme of intrinsic satisfactions throughout your paper.

Writing Assignment # 4 – Total Quality Management Theory

Repeat Assignment #1, but this time utilizing total quality management theory (Deming/Juran).

Advice: Find a way to reference the two articles in your paper.

Writing Assignment #5 – Visionary Leadership and Symbolic Management Theory

Repeat Assignment #1, but this time utilizing visionary leadership and symbolic management theory (Ouchi/Peters).

Final Exam Question

Write on the following question much as in previous assignments but this time do not write with a specific organization in mind. Provide enough explanation and analysis to demonstrate that you have mastered course content well (3-5 typed, double-spaced pages)

Present your "general theory" of organizational excellence as drawn from the schools of thought studied this semester (not necessarily all of them). Introduce the core concepts that comprise your theory in the introduction. In the body of the paper, explain how each core concept, in your view, contributes to organizational excellence.

Criteria for Grading Essays

	C-	B-	B	A-	A	weights
Thoroughness of answer	7	8	8.5	9	10	x3=
Sophistication of analysis	7	8	8.5	9	10	x3 =
Organization and logical development	7	8	8.5	9	10	x3 =
Clarity of expression	7	8	8.5	9	10	x1 =
Grammar, punctuation, and spelling					See Below	

Guide to Understanding the Criteria

1. Thoroughness of Answer

The best essays respond to each question thoroughly and with sufficient detail to demonstrate that the subject is fully understood.

2. Sophistication of Analysis

In the best essays, the author does much more than just explain or describe. He or she shows evidence of having thought about the subject in depth. The subject is analyzed from many angles and assessed critically.

3. Organization and Logical Development

The best essays show evidence of prior planning as if they had been outlined in advance. They have a purpose and/or theme which is introduced in the introduction, developed in the body of the paper, and returned to in the conclusion.

Paragraphs are well constructed and linked to each other in a logical sequence using transitional sentences and subheadings as needed. Arguments, examples, facts, opinions, and details explain the main point and lend credibility to each point being developed.

4. Clarity of Expression

In the best essays, words are chosen carefully and sentences are constructed purposefully so that each point the author makes is expressed as exactly, precisely, and clearly as possible.

5. Grammar, Punctuation, and Spelling

The best essays are characterized by consistently correct grammar, punctuation, and spelling. Verbs agree with subjects. There are no single-sentence paragraphs or sentence fragments.

One point will be subtracted for each single-sentence paragraph, verb-subject disagreement, sentence fragment (incomplete sentence