



**SYLLABUS • SPRING, 2012**

**ORGANIZATIONAL THEORY AND BEHAVIOR**

**PUBLIC ADMINISTRATION 7170 - SECTIONS 21226/21227**

**BLAZEVIEW COURSE**

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**Course Description:** This course serves as an introduction to major theories concerning management in the public sector, including analysis of individual behavior in an organizational context. Emphasis is on the politicized environment.

**DPA Students:** Students in the DPA program will be expected to complete additional requirements for this course beyond those outlined below. These requirements will be posted early in the course.

**Required Texts/Readings:**

- Asimov, Issac (1991). *Caves of Steel*. New York: Random House [ISBN: 978-0-553-29340-1].
- Denhardt, Robert B., Janet Vinzant Denhardt and Maria P. Aristigueta (2009). *Managing Human Behavior in Public & Nonprofit Organizations*, second edition. Sage Publications [ISBN: 978-1-412-95667-3].
- Shafritz, Jay M., J. Steven Ott and Yong Suk Jang (2011). *Classics of Organization Theory*, seventh edition. Wadsworth Publishing [ISBN: 978-0-495-56941-1].
- Additional article-length readings will be posted on BlazeVIEW.

**Office Hours/Communication:** Since this is an online course, primary communication for students will be via BlazeView; office hours by appointment.

**Lectures:** Class lectures will be posted on BlazeView. These lectures are not a substitute for assigned readings and participating in thread discussions and assignments.

**Expected Outcomes:** For successful completion of this course, students will:

- Demonstrate an understanding of the intellectual heritage of public administration and public organizations, including writings by the key scholars who helped shape the field.
- Demonstrate through written work and course discussions how theory and practice in public administration form the basis for how organizations function.
- Demonstrate knowledge of key movements and theories in public administration that constitute the core of organizational theory and behavior.
- Demonstrate an understanding of key principles in organization theory, including but not limited to leadership, motivation, teamwork, power, change, and development.
- Demonstrate knowledge of the importance of diversity in public administration and organizational theory, as well as the necessity of valuing and promoting diversity.

**E-Mail Protocol:** Most of the contact in this course will be via e-mail. Generally, e-mails to the instructor will be answered within one-working day. All e-mail communication must:

- Be through the BlazeView system and not personal e-mail accounts;
- Be properly addressed and follow appropriate Netiquette;
- Include the student's name and section number for the class; in addition any attachment sent to the instructor must include the sender's name, course number, and project title as part of the file name, *e.g.*, **Smith\_PADM7170\_Assign1.doc**.

**Submitting Assignments:** To submit an assignment, enter the "Assignments" tool on BlazeView. Select "Add Attachments," select your document, and finally select "Submit" at the bottom of the page. BlazeView will prompt you with a box which asks "Are you sure you want to submit this assignment?" Select "Okay," and the following screen will appear:

**Confirmation**

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You have successfully submitted your assignment.

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This confirmation only appears when you submit your assignment properly. If you do not receive this confirmation message on BlazeView, then you have not successfully attached your assignment and will need to try again until you reach this screen. If you experience any technical difficulties, then you will need to contact the BlazeView helpdesk at VSU at: 229.245.6490 or select the "***Email: Contact Us***" option on the main page of BlazeView. **Any student who does not follow this procedure will have his/her assignment counted as "late" in accordance with the policy**

**mentioned below.** You can double check to make sure you have completed the process successfully by selecting the “submitted” icon in the “assignments” tool, and confirm the submission date, shown on the right side of the screen. Also, if you click on your submitted assignment, BlazeView will take you into the assignment screen and show you the status of your assignment with the time and date of the submission being posted.

**ADA:** VSU complies with the requirements of the Americans with Disabilities Act. If you believe you are covered under this law and if you have a need for special arrangements to allow you to meet the requirements of this course, contact the VSU Access Office at 229.245.2498; fax: 229.245.3873; or e-mail: [access@valdosta.edu](mailto:access@valdosta.edu). Also discuss this in person or via e-mail with the instructor.

**Cheating and Plagiarism:** Don't. This class has zero-tolerance for academic misconduct. Sustained violations will result in a grade of “F” for the class as well as any other action permitted by the University. Review the Student Handbook at <http://www.valdosta.edu/studentaffairs/> if you need further clarification. In addition, by taking this course, you agree that all required course work may be subject to submission for textual similarity review to SafeAssign, a tool within BlazeVIEW. For more information on the use of SafeAssign at VSU see SafeAssign for Students at <http://www.valdosta.edu/academic/SafeAssignforStudents.shtml>.

#### **Other Things You Need to Know:**

- Assignments must be submitted by **23h59** on the date due unless other prior arrangements have been made; late assignments will be reduced by one letter grade for each 24-hour period after the assignment is due;
- Papers are to be submitted in **.doc** or **.docx** format; and
- As this is an internet class, students must have access to a working computer and access to the internet.

**Assessment Measures/Grading:** Students will be graded on the basis of their performance on a an organizational analysis term paper, a “short” think piece and group project on *Caves of Steel*, a book review, and class participation through threaded discussions. The point values for each component are:

Threaded Discussions	80 (8 x 10 points each)
<i>Caves</i> Think Piece	50
Thinking In Action	70 (7 x 10 points each)
Organizational Analysis	100
Group Project	<u>100</u>
<b>Total</b>	<b>400</b>

From this total, letter grades will be assigned on the following basis:

360-400	A
320-359	B
280-319	C
240-279	D
239 and lower	F

**Class Schedule:** You will be expected to read all materials by their assigned date. The readings will combine organizational theory and organizational behavior and will be the basis for the almost-weekly threaded discussions. The schedule is subject to change during the course of the semester.

## **Unit I – Classical Foundations**

### **Week 1** [January 9-13]

1. Argyle, Nolan J. (1994). “The Emergence of the American Administrative State: The Intellectual Origins.” In A. Farazmand (Ed.) *Handbook of Bureaucracy*, pp. 385-398. New York: Marcel Dekker.
2. Argyle, Nolan J. and Lee M. Allen. *Science Fiction and Administrative Truths: The Short Story and Novella as Administrative Cases*. Monograph.
3. Asimov (Begin reading now so you can apply the course material to it).

### **Week 2** [January 16-20 – Note: MLK Holiday January 16]

1. Shafritz, Introduction and Articles 5, 7, & 8

## **Unit II — Management and “Science” Foundations**

### **Week 3** [January 23-27]

1. Denhart, Chapters 1 & 2
2. Shafritz, Articles 6, 9, & 10

### **Week 4** [January 30-February 3]

1. Shafritz, Articles 11, 12, & 13
2. Long, Norton (1949). “Power and Administration.” *Public Administration Review* 9, 257-264.

## **Unit III — Human Behavior and the Rational Organization**

### **Week 5** [February 6-10]

1. Denhart, Chapter 5
2. Shafritz, Articles 14 & 15

### **Week 6** [February 13-17]

1. Argyris, C. (1973). “Some Limits of Rational Man Organizational Theory.” *Public Administration Review* 33, 253-267.

## **Unit IV — The Humanist Approach**

### **Week 7** [February 20-24]

1. Farnholm, Mathew R. (2004). “Different Perspectives on the Practice of Leadership.” *Public Administration Review* 64, 577-590.
2. Denhart, Chapter 6
3. Korten, D. C. (1984). “Strategic Organization for People-Centered Development.” *Public Administration Review* 44, 341-352.

Week 8 [February 27-March 2]

1. Shafritz, Articles 16, 17, & 18

## **Unit V — Organizational Dynamics**

Week 9 [March 5-9]

### **Caves Think Piece Due**

1. Denhart, Chapter 7
2. Shafritz, Articles 20 & 22

Week 10 [March 12-16]

### **Spring Break**

Week 11 [March 19-23]

1. Schott, R. L. (1986). "The Psychological Development of Adults: Implications for Public Administration." *Public Administration Review* 46, 657-667.
2. Perry, J. L and L. R. Wise (1990). "The Motivational Bases of Public Service." *Public Administration Review* 50, 367-373.
3. Behn, R. D. (1998). "What Right Do Public Managers Have to Lead?" *Public Administration Review* 58, 209-224.

## **Unit VI — Organizational Politics**

Week 12 [March 26-30]

1. Denhart, Chapter 8
2. Shafritz, Article 24
3. Denhardt, R. B. (1981). "Toward a Critical Theory of Public Organization." *Public Administration Review* 41, 628-635.

Week 13 [April 2-6]

1. Denhart, Chapters 9 & 10
2. Shafritz, Articles 28, 29, 31, & 33

## **Unit VII — Rational Action and Organizational Change**

Week 14 [April 9-13]

1. Denhart, Chapters 11 & 12
2. Shafritz, Articles 35, 36

Week 15 [April 16-20]

### **Group Project Due**

## Unit VIII — Diversity and Behavior in a Post-Modern World

Week 16 [April 23-27]

1. Denhart, Chapter 13
2. Shafritz, Articles 43, 44, 45, & 46
3. Argyris, C. (1980). "Making the Undiscussable and Its Undiscussability Discussable." *Public Administration Review* 40, 205-213.
4. Kee, James Edwin and Kathryn E. Newcomer (2008). "Why Do Change Efforts Fail?: What Leaders Can Do About It." *The Public Manager*, Fall.

Week 17 [April 30]

### **Organizational Analysis Paper Due**

Last day of class.

Week 18 [May 2-4]

Finals