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PSC 504.01: Organization Theory

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Political Science 504
Organization Theory
Fall 2004

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Course Description

This seminar provides a comprehensive overview of organization theory, particularly as it relates to public management and organizational effectiveness.

Course Objectives

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

Required Text

1. Shafritz and Ott (eds.), Classics of Organization Theory (Harcourt, 2001).
2. Jonathan Tompkins, Organization Theory and Public Management (Wadsworth, 2005).
3. Bob Stone, Confessions of a Civil Servant (Rowman & Littlefield, 2003).

These books can be ordered through the UM Bookstore and mailed to you for an additional \$6 (www.umnbookstore.com or call 406-243-1234).

Course Requirements

Lessons must be completed each Monday by roughly midnight.

Students are required to read all reading assignments and participate on the discussion board. Students are also required to write five 3-4 page writing assignments and one take-home final exam. The exam questions are provided on this syllabus.

Reading Assignments

Lesson 1 (Due by Sept. 6) Organization Theory and Public Management

Read the mini-lecture and Tompkins chapters 1, 2, and 3, and respond to the discussion board questions.

Lesson 2 (Due by Sept. 13) Weber's Theory of Bureaucracy

Read the mini-lecture, Tompkins chapter 4, and Max Weber's "Bureaucracy" in Shafritz and Ott, and respond to the discussion board questions.

Lesson 3 (Due by Sept. 20) Scientific Management Theory

Read the mini-lecture, Tompkins chapter 5, and Frederick Taylor's "The Principles of Scientific Management" in Shafritz and Ott, respond to the discussion board questions, and submit writing assignment #1.

Lesson 4 (Due by Sept. 27) Administrative Management Theory

Read the mini-lecture, Tompkins chapter 6, Henri Fayol's "General Principles of Management," in Shafritz and Ott, and Luther Gulick's "Notes on the Theory of Organization" in Shafritz and Ott, and respond to the discussion board questions.

Lesson 5 (Due by Oct. 4) Pre-Human Relations Theory

Read the mini-lecture, Tompkins chapter 7, and Mary Parker Follett's "The Giving of Orders," in Shafritz and Ott, and respond to the discussion board questions.

Lesson 6 (Due by Oct. 11) Human Relations Theory

Read the mini-lecture, Tompkins chapter 8, and Fritz Roethlisberger's "The Hawthorne Experiments" in Shafritz and Ott, respond to the discussion board questions, and submit writing assignment #2.

Lesson 7 (Due by Oct. 18) Systems Theory

Read the mini-lecture, Tompkins Chapter 11, Burns and Stalker's "Mechanistic and Organic Systems" in Shafritz and Ott, and James D. Thompson's "Organizations in Action" in Shafritz and Ott, and respond to the discussion board questions.

Lesson 8 (Due by Oct. 25) Participative Management Theory

Read the mini-lecture and Tompkins chapter 12, and respond to the discussion board questions.

Lesson 9 (Due by Nov. 1) Human Resources Theory

Read the mini-lecture, Tompkins chapter 13, and Douglas McGregor's "The Human Side of Enterprise" in Shafritz and Ott, respond to the discussion board questions, and submit writing assignment #3.

Lesson 10 (Due by Nov. 8) Total Quality Management

Read the mini-lecture, Tompkins chapter 14, Mary Walton's "Parable of the Red Beads" on electronic reserve, and Joseph Sensenbrenner's "Quality Comes to City Hall" on electronic reserve, respond to the discussion board questions, and submit writing assignment #4.

Lesson 11 (Due by Nov. 15) The Organizational Culture Perspective

Read the mini-lecture, Tompkins chapter 15, and William Ouchi's "The Z Organization" in Shafritz and Ott, and respond to the discussion board questions.

Lesson 12 (Due by Nov. 22) Symbolic Management and Leadership Theory

Read the mini-lecture, Peters and Austin's "Attention, Symbols, Drama, Vision – and Love" on electronic reserve, Al Gore's "Creating a Government that Works Better and Costs Less" in Shafritz and Ott, and Bob Stone's Confessions of a Civil Servant chapters 1-6, and respond to the discussion board questions.

*****No class the week of Thanksgiving*****

Lesson 13 (Due by Dec. 6) Leadership as a Moral Obligation

Read the mini-lecture, Tompkins chapter 16, and the remainder of Bob Stone's book, respond to the discussion board questions, and submit writing assignment #5.

Writing Assignments

Tips

1. These are a form of technical writing in which you pack as much analysis as possible into relatively few pages. They require a delicate balance between succinctness on the one hand and depth of analysis on the other.
2. Be sure that your introductory paragraph establishes the context and purpose of the paper.
3. Where appropriate, make specific references to the readings so that the professor can tell that you have read and understood them. (No footnotes required). E.g., "Taylor believed, for example, that . . ."
4. Avoid bald assertions; back statements up with examples, references to the readings, or other forms of clarification and support.

The following writing assignments are to be 3-4 pages in length, typed, and double-spaced. 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, non-profit agency, government agency or bureau) and to apply your analysis to this organization.

Writing Assignment #1 – Scientific Management Theory

Write an essay summarizing scientific management as a theory of organizational effectiveness (i.e., by identifying its core concepts) and describing what your organization would look like if it was organized strictly in accordance with scientific management theory (e.g., in terms of structure, management style, interpersonal relations, etc.). Your purpose is to gain a clearer and more concrete understanding of scientific management theory by applying it to an existing organization.

Close with an assessment of the relevance of this theory to your organization assuming you are committed to the pursuit of excellence (i.e., are there any aspects of it that you would adopt to help achieve your vision of success?).

Structurally, I recommend introducing the theory of effectiveness and the essay's purpose in the Introduction, and then using an appropriate subheading for each of the core concepts that you will be analyzing. Your final subheading will be "Relevance for Organization X."

Writing Assignment #2 – Human Relations Theory

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

Writing Assignment #3 – Human Resources Theory

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

Writing Assignment #4 – Total Quality Management Theory

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

Writing Assignment # 5 – Symbolic Management and Leadership Theory

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

Final Exam Questions

Write on both of the following, using proper essay style and providing enough explanation and analysis to demonstrate that you have mastered course content well. (3 or 4 typed, double-spaced pages each)

1. Describe the four motivational strategies identified by Katz and Kahn and the behavioral consequences that might be expected to follow from each. Second, briefly identify and explain which strategy or strategies is emphasized by each of the following theories: Weber's theory of bureaucracy, scientific management, human relations, human

resources, quality management, and symbolic management. Lastly, explain which of these strategies you would adopt for purposes of motivating the mostly professional and technical workers found in the public and nonprofit sectors (and why).

2. Write an essay outlining your 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, and then explain how each core concept contributes to organizational excellence as part of an integrated theory.