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Spring 2-1-2003

### PSC 504.01: Organization Theory

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Political Science 504  
**Organization Theory**  
Spring 2003

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Office Hours: Anytime I'm not in class (LA 350)

### **Course Description**

This seminar provides a comprehensive overview of organization theory, particularly as it relates to managerial effectiveness. It requires extensive reading of the "classics" in the field as well as selections from the more recent literature.

### **Course Objectives**

1. To increase conceptual and theoretical knowledge.
2. To develop analytical and problem-solving skills.
3. To improve writing skills.

### **Required Text**

Shafritz and Ott (eds.), Classics of Organization Theory, (Harcourt, 2001).  
(Additional articles will be handed out in class).

### **Course Requirements**

1. Student Participation: Students are required to read all reading assignments and be prepared to discuss them in class. (20 total points awarded for quality participation through out the semester).
2. Writing Assignments (20 points each): Students are required to submit six, 2-3 page writing assignments (double-spaced). Grades will be reduced by a half of a letter grade for each day an assignment is late, unless special arrangements are made in advance.
3. Final Exam (100 points): Students are required to write an in-class final exam. The exam questions are provided on this syllabus.

## Reading Assignments

- February 5     Organization Theory and Management Practice  
Katz & Kahn, "The Psychological Basis of Organizational Effectiveness," handout.
- February 12    Leadership: A Moral Obligation  
Behn, "What Right Do Public Managers Have to Lead?" handout.  
Wilson, Bureaucracy, chapters 1-2, handout.
- February 19    Wilson's Concept of Critical Task  
\*\*Think about how you will respond to writing assignment #1 -- Due Monday\*\*
- February 26    Weber's Theory of Bureaucracy  
Max Weber, "Bureaucracy," in Shafritz and Ott, pp. 73-78.  
Eliott Jaques, "In Praise of Hierarchy," in Shafritz and Ott, pp. 234-241.
- March 5        Scientific Management Theory  
Adam Smith, "Of the Division of Labour," in Shafritz and Ott, pp. 37-41.  
Henry R. Towne, "The Engineer as an Economist," in Shafritz and Ott, pp. 44-47.  
Frederick Taylor, "The Principles of Scientific Management," in Shafritz and Ott,  
pp. 61-72.  
\*\*Assignment #2 is due Monday, March 10\*\*
- March 12       Administrative Management Theory  
Daniel C. McCallum, "Superintendent's Report," in Shafritz and Ott, 42-43.  
Henri Fayol, "General Principles of Management," in Shafritz and Ott, 48-60.  
Luther Gulick, "Notes on the Theory of Organization," in Shafritz and Ott, 79-87.
- March 19       Human Relations Theory  
Mary Parker Follett, "The Giving of Orders," in Shafritz and Ott, pp. 152-157.  
F. Roethlisberger, "The Hawthorne Experiments," Shafritz and Ott, pp. 158-166.  
\*\*Assignment #3 is due Monday, March 31\*\*
- March 26       \*\*Spring Break\*\*
- April 2          Human Resources Theory  
Douglas McGregor, "The Human Side of Enterprise," in Shafritz and Ott, pp.  
179-184.  
Frederick Herzberg, "One More Time: How Do You Motivate Employees?,"  
handout.  
\*\*Assignment #4 is due Monday, April 7\*\*

- April 9      Systems Theory  
Katz and Kahn, "Organizations and the Systems Concept," in Shafritz and Ott, 257-267.  
James D. Thompson, "Organizations in Action," in Shafritz and Ott, pp. 268-281..
- April 16      Total Quality Management  
Jonathan Tompkins, "Quality Management Theory," handout.  
Mary Walton, "Parable of the Red Beads," Deming Management Method, handout.  
Joseph Sensenbrenner, "Quality Comes to City Hall," handout.  
\*\*Writing Assignment #5 due Monday, April 21\*\*
- April 23      The Organizational Culture Perspective  
Edgar Schein, "Defining Organizational Culture," Shafritz and Ott, pp. 369-376.  
William Ouchi, "The Z Organization," in Shafritz and Ott, pp. 434-445.  
Peters and Waterman, "In Search of Excellence," in Shafritz and Ott, pp. 446-450
- April 30      Symbolic Management/Leadership Theory  
Peters and Austin, "Attention, Symbols, Drama, Vision – and Love," handout.  
packet.  
Tichy and Ulrich, "The Leadership Challenge - A Call for the Transformational Leader," handout.  
\*\*Writing Assignment #6 due Monday\*\*
- May 7          \*\*Optional Review for Exam\*\*
- May 14      \*\*Final Exam\*\* (Same time but perhaps a different classroom)

### **Writing Assignments**

#### **Tips**

1. These are a form of technical writing in which the student seeks to 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 2-3 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 – Wilson's Concept of Critical Task**

After you have written an appropriate introduction (i.e., introduced your agency and the purpose of the essay), demonstrate that you understand Wilson's theory by identifying your vision of organizational success, the environmental problem that stands in the way of success, and the resulting critical task.

(Remember that whereas a critical environmental problem is objective, the critical task is subjective. It is the leader's personal view, guided by a vision of the future, about what must be done to achieve excellence. The critical task is not something mundane like a responsibility, work task, or goal. It is a flash of insight; a conceptual understanding of what must be done and how).

### **Writing Assignment #2 – Scientific Management Theory**

Write an essay identifying and applying the core theoretical concepts of scientific management to your organization, i.e., describe what your organization would look like if it was organized strictly in accordance with scientific management theory. Close with an assessment of which of these core concepts, if any, you would adopt in actual practice, i.e., which of them may have useful relevance in achieving organizational excellence.

### **Writing Assignment #3 – Human Relations Theory**

Repeat Assignment #2, but this time utilizing the core theoretical concepts of human relations theory.

### **Writing Assignment #4 – Human Resources Theory**

Repeat Assignment #2, but this time utilizing the core theoretical concepts of human resources theory.

### **Writing Assignment #5 – Total Quality Management Theory**

Repeat Assignment #2, but this time utilizing the core theoretical concepts of total quality management theory.

### **Writing Assignment # 6 – Organizational Culture and Symbolic Management Theory**

Repeat Assignment #2, but this time utilizing the core theoretical concepts of organizational culture and symbolic management theory.

#### **Final Exam Questions**

You will write on both of the following in class using proper essay style and providing enough explanation and analysis to demonstrate that you have mastered course content well.

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.