

**PLSC 610: PUBLIC ORGANIZATION THEORY  
Fall 2013**

Dr. Claudia Petrescu  
Office: The Nonprofit Leadership Alliance Program  
332A King  
Phone: 734.487.1612  
E-mail: cpetrescu@emich.edu

Class Time: Wednesday, 6-8.40 pm  
Class location: Livonia campus  
Office hours: 5-6pm at the Livonia campus  
and by appointment

**Introduction:**

Organization theory helps the public administrator solve everyday problems. In this course we explore the theories about organizations, the relationship between theory and practice and apply theoretical concepts to organizational settings and situations.

Within the context of the course readings, assignments and discussions, each student should develop the following competencies:

- Place activities and events in organizational settings into one or more theoretical perspectives
- Identify and understand the perspectives of several important thinkers about organizations
- Understand the use of metaphors in thinking about organization theory and be able to apply several specific metaphors to case studies of organizations demonstrating different ways to understand, explain and solve problems
- Compare and contrast different theoretical approaches or models to organizational theory
- Ability to draw lessons from specific cases
- Apply theory to practice

**Class Requirements:**

*Class Preparation:* Students are expected to have read, thought about, and prepared the assigned materials. You are expected to participate in class discussions – to ask questions as well as to answer them. The more widely read you are the more effectively you will be able to incorporate theoretical perspectives into your everyday practice and use your knowledge to develop theoretical perspectives.

*Applied Organizational Research:* throughout the semester students will analyze and apply organizational theories to an organization. Each student will choose an organization to study. From each class topic students will choose one or two theories and analyze the chosen organization from the perspective of these theories. A final research paper comprising all applied theories will be turned in at the end of the semester.

The final research paper will:

1. Summarize all theories used to study the selected organizations (literature review)
2. Identify two or three problems in the studied organizations – these problems should emerge when applying the theories to the organizations
3. Use organizational theories to provide solutions to the identified problems and to justify the solutions.
4. Be presented to the class. The class will serve as decision makers and accept or not accept the solutions provided.

*Case studies:* We will use several case studies throughout the semester. Students are expected to come prepared to discuss these case studies in class.

*Readings and class presentation:* Each student will choose at least two articles from the class readings to present/discuss in class. In each class we should have at least one student presenting. The presentation

will be between 3-5 minutes long. Students are expected to come prepared to class and to be familiar with each of the class readings.

### **Behavior expectations:**

Correspondence: When you are corresponding with your professor and your colleagues use a professional language. Use salutation and sign your name. If you use e-mail, write the topic of your correspondence in the subject line and don't forget to use spell check. I will not reply to e-mails that are not professional and do not have a subject line.

Classroom conduct: Students are expected to abide by the **Student Conduct Code** and assist in creating an environment that is conducive to learning and protects the rights of all members of the University community. Incivility and disruptive behavior *will not* be tolerated and may result in a request to leave class and referral to the *Office of Student Judicial Services (SJS)* for discipline. Examples of inappropriate classroom conduct include repeatedly arriving late to class, using a cellular telephone, or talking while others are speaking. Use of computers is allowed, but only for class purposes. You may access **the Code** online at [www.emich.edu/sjs](http://www.emich.edu/sjs).

Use of technology in the classroom: Students may use computers in class only for note taking. Surfing the web and other such activities are not accepted.

Writing lab: The Writing Lab in Halle Library is available to all students who need assistance with writing assignments.

### **University Policies:**

Students With Disabilities: If you wish to be accommodated for your disability, EMU Board of Regents policy #8.3 requires that you first register with the Access Services Office (ASO) in room 203 King Hall. You may contact ASO by telephone at (734) 487-2470. Students with disabilities are encouraged to register with ASO promptly as you will only be accommodated from the date you register with them forward. No retroactive accommodations are possible.

Notice to all foreign students (F and J visa): To comply with all federal regulations, please contact the EMU office of International Students (OIS), 244 EMU Student Center, 734.487.3116

### **Academic Honesty:**

Each student in class is expected to adhere to the highest standards of academic honesty. Cheating and plagiarism violate the rules of the University and the ethical standards of professional public administration. Cheating and plagiarism will be punished to the full extent allowed by University rules and regulations. Plagiarism is generally defined in your student handbook as presenting as your own work that done by someone else, even if only an idea and/or not quoted directly. Cite, quote, and when in doubt, ask the instructor. Those caught cheating will be given a zero for the work in which the cheating occurred. Possible plagiarism will be dealt with on a case by case basis. In addition, you may be referred to the Office of Student Judicial Services for discipline that can result in either a suspension or permanent dismissal. The */Student Conduct Code/* contains detailed definitions of what constitutes academic dishonesty, and it can be accessed online at <http://www.emich.edu/studentconduct/>

### **Observance of Religious Holidays**

**University Policy:** Eastern Michigan University recognizes the rights of students to observe religious holidays without penalty to the student.

**University Practice:** Students will provide advance notice to their instructors in order to make up work, including examinations that they miss as a result of their absence from class due to observance of religious holidays. If satisfactory arrangements cannot be made with the appropriate instructor(s), students may appeal to the head(s) of the department(s) in which the course(s) is/are offered.

There are many resources on line regarding the observance of religious holidays; here is one site with an extensive listing of holiday dates: <http://www.interfaithcalendar.org/2013.htm>

**Grading:**

Article presentation and discussion: 5%  
Intermediary applied research papers: 10%  
Applied research paper presentation: 10%  
Final applied research paper: 30%  
Mid-term exam: 20%  
Final exam: 25%

Grading will be based on quality of work and not quantity. Make-up exams will be given only under exceptional circumstances, and must be approved in advance. Papers are due at the beginning of the class. Late papers will not be accepted.

**Office Hours:**

Students are encouraged to stop during office hours to talk about any *problems or suggestions* they may have concerning the course, or if they want to talk about career, or just about things in general.

If you want to talk to me and the scheduled office hours are not convenient, feel free to schedule an appointment. The best way to reach me is by e-mail [cpetrescu@emich.edu](mailto:cpetrescu@emich.edu).

**Texts:**

*Organizations and Organizing: Rational, Natural and Open Systems Perspectives.* 2007.  
W. Richard Scott and Gerald F Davis  
ISBN-10: 0131958933  
ISBN-13: 9780131958937

*Classics of Organization Theory, 7th Edition.* 2010 (Optional)  
Jay Shafritz | J. Steven Ott | Yong Suk Jang  
ISBN-10: 0495569410 ISBN-13: 9780495569411

The Case studies and articles are placed in an e-reserves folder title PLSC 610.  
Web address: [reserves.emich.edu](http://reserves.emich.edu). Search by instructor's name or class number. The password will be provided in class.

**CLASS SCHEDULE**

We will follow this outline as closely as possible. Any changes will be announced at least one week in advance. I reserve the right to change/update the articles and the case studies.

**September 4. Introduction**

Scott. Chapter 1. Organizations

**September 11. Organizations as Rational Systems**

Scott. Chapter 2. Shafritz & Ott. From Chapter I: Parts 5, 6, 7. From Chapter II: Part 11 (optional)

Article: *Theory of Bounded Rationality.* Mukdad Ibrahim. PM. Public Management. Washington: Jun 2009.  
Vol. 91, Iss. 5; pg. 3, 3 pgs

Article: *Green Tape and Public Employee Rule Abidance: Why Organizational Rule Attributes Matter*. DeHart-Davis, L. (2009), *Public Administration Review*, 69: 901–910

Article: *Decision Theory as Practice: Crafting Rationality*. Laure Cabantous, Jean-Pascal Gond and Michael Johnson-Cramer. *Organization Studies*, 2010 31: 1531

Case study: *Bob's Meltdown* by Nicholas G. Carr. *Harvard Business Review*, January 2002 (to be analyzed in class)

### **September 18. Organizations as Natural Systems**

Scott. Chapter 3. Shafritz & Ott. From Chapter II: Parts 9, 12 (optional)

Article: *Diversity attitudes and norms: the role of ethnic identity and relational demography*. Frank Linnehan, Donna Chrobot-Mason, Alison M. Konrad. *Journal of Organizational Behavior*. 2006. v27, pg.: 419-442

Article: *Ecological Governance: Organizing Principles for an Emerging Era*. Robertson, P. J. and Choi, T. (2010), *Public Administration Review*, 70: 89–99

Article: *Do incentives work? The perceptions of a worldwide sample of senior executives*. Michael Beer; Nancy Katz. *Human Resource Planning*, Sept 2003 v26 i3 p30(15). (SKIM)

Case study: *The Coach Who Got Poached*. *Harvard Business Review*. March 2002 (to be analyzed in class)

### **September 25. Organizations as Open Systems**

Scott. Chapter 4.

Article: *Learning in smaller organizations*. David W. Penn, William Ang'wa, R. Forster, G. Heydon, Susan J. Richardson. *The Learning Organization*. Bradford: 1998.Vol.5, Iss. 3; pg. 128

Article: *Beyond Diversity and Multiculturalism: towards the Development of Anti-Racist Institutions and Leaders*. 2007. In *Journal of Nonprofit Management*.  
[http://www.supportcenteronline.org/images/scnm\\_journal\\_07\\_F2.pdf](http://www.supportcenteronline.org/images/scnm_journal_07_F2.pdf)

Article: *Public e-services from inside: A case study on technology's influence on work conditions in a government agency*. Katarina Giritli Nygren, Karin Axelsson, Ulf Melin, (2013) *International Journal of Public Sector Management*, Vol. 26 Iss: 6, pp.455 - 468

### **October 2. Combining the three perspectives.**

Scott. Chapter 5 Shafritz & Ott. From Chapter I: Part 8. From Chapter V: Part 25 (optional)

Article: *An Organizational Echelon Analysis of the Determinants of Red Tape in Public Organizations*. Walker, R. M. and Brewer, G. A. (2008), *Public Administration Review*, 68: 1112–1127.

Article: *The influence of environmental and organizational factors on innovation adoptions: Consequences for performance in public sector organizations*. Naranjo-Gil, David. 2009. *Technovation* 29 (12): 810-818

Article: *Schools as organizational models: implications for examining school effectiveness*. James Griffith. *The Elementary School Journal*, Sept 2003 v104 i1 p29(20)

**Due: Intermediary Research paper I**

**October 9. Human Resource Theory and Leadership**

Shafritz & Ott. Chapter III Chapter VI: Parts 28, 33 (optional)

Article: *The Role of Organizations in Fostering Public Service Motivation*. Moynihan, D. P. and Pandey, S. K. (2007), *Public Administration Review*, 67: 40–53

Article: *Defining Leadership*. Gary Cohen. *Leadership Excellence*. Provo: Aug 2009. Vol. 26, pg. 16

Article: *Understanding Leadership in Public Administration*. *Public Administration Review*. Sept/Oct 2011

Article: *Task, Not Time: Profile of a Gen Y Job*. *Harvard Business Review*, February 2008, Pg. 19

Article: *How leaders influence organizational effectiveness*. Gary Yukl. *Leadership Quarterly*. Greenwich: Dec 2008. Vol. 19, Iss. 6; pg. 708

**Mid-term exam is being handed out**

**October 16: Organization: design and structure**

Scott: Chapters 6, 13.

Shafritz & Ott. Chapter IV (optional)

Article: *Revisiting the Motivational Bases of Public Service: Twenty Years of Research and an Agenda for the Future*. Perry, J. L., Hondeghem, A. and Wise, L. R. (2010), *Public Administration Review*, 70: 681–690

Article: *Do you have a well designed organization?* *Harvard Business Review*. January 2002

Article: *Strategic Human Resource Practices: Introducing Alternative for Organizational Performance Improvement*. *Public Administration Review* Jan/Febr 2010, p. 70.

Case study: *Gen Y in the Workforce*. *Harvard Business Review*, February 2009 (to be analyzed in class)

**DUE: Midterm-exam**

**October 23: Organization: Environment. Organization of the environment**

Scott: Chapters 9, 10.

Shafritz & Ott. Chapter 9, Parts 41, 42. (optional)

Article: *The legal environments of organizations*. Lauren B. Edelman; Mark C. Suchman. *Annual Review of Sociology*, Annual 1997 v23 p479(37)

Article: *External Influences on Nonprofit Management; A Wide Angle View*. Ruth McCambridge. *The Nonprofit Quarterly*. Summer 2012. Pg. 6.

Case study: *Merger Jitters*. National Center for Nonprofit Boards (to be analyzed in class)

**Due: Intermediary Research paper II**

**October 30. Decision making in organizations I**

Scott: Chapter 7, 8

Article: *Goal setting: A five-step approach to behavior change*. Gary P Latham. *Organizational Dynamics*. New York: Aug 2003. Vol. 32, Iss. 3; pg. 309

Article: *Understanding Street-Level Bureaucrats' Decision Making: Determining Eligibility in the Social Security Disability Program*. Keiser, L. R. (2010), *Public Administration Review*, 70: 247–257.

**November 6. Decision making in organizations II**

Shafritz & Ott: Chapter VI (optional)

Article: Simulation and Managerial Decision Making: A Double-Loop Learning Framework. Kim, H., MacDonald, R. H. and Andersen, D. F. (2013), *Public Administration Review*, 73: 291–300.

Article: *Effects of Gender and Power on PR Managers' Upward Influence*. Julie O'Neil. *Journal of Managerial Issues*. Pittsburg: Spring 2004. Vol.16, Iss. 1; pg. 127, 18 pgs (SKIM)

Case study: *The team process and the disenchanting manager*. Nonprofit Management Case Collection

**November 13. Organizational Culture**

Shafritz & Ott: Chapter VII (optional)

Article: *Instruments for Exploring Organizational Culture: A Review of the Literature*. Jung, T., Scott, T., Davies, H. T. O., Bower, P., Whalley, D., McNally, R. and Mannion, R. (2009), *Public Administration Review*, 69: 1087–1096.

Article: *Technology Adoption and Organizational Culture In Public Organizations*. *International Journal of Organization Theory and Behavior*. Winter 2010

Article: *Organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes*. Brian T Gregory, Stanley G Harris, Achilles A Armenakis, Christopher L Shook. *Journal of Business Research*. New York: Jul 2009. Vol. 62, Iss. 7; pg. 673

Article: *Learning to glow*. Lynda Gratton. *Business Strategy Review*. Oxford: Summer 2009. Vol. 20, Iss. 2; pg. 8

**Due: Intermediary Research Paper III**

**November 20. Organizational Ethics. Organizational Pathologies.**

Article: *Portraying the Nature of Corruption Using an Explorative Case Study Design*. De Graaf, G. and Huberts, L. W. J. C. (2008), *Public Administration Review*, 68: 640–653.

Article: *Building Ethical Capital: Perceptions of Ethical Climate in the Public Sector*. Raile, E. D. (2013), *Public Administration Review*, 73: 253–262.

Article: *Ethics For Sale*. Joan Warner. *Chief Executive*. New York: Nov 2004., Iss. 203; pg. 46, 4 pgs

Article: *Framing and Organizational Misconduct: A Symbolic Interactionist Study*. Tammy L MacLean. *Journal of Business Ethics*. Dordrecht: Mar 2008. Vol. 78, Iss. 1-2; p. 3 (14 pages)

Article: *At a Loss for Ethics*. Alana Conner. *Stanford Social Innovation Review*. Stanford: Summer 2009. Vol. 7, Iss. 3; pg. 7

Article. ETHICS and NONPROFITS. *Deborah L Rhode, Amanda K Packel*. *Stanford Social Innovation Review*. Stanford: Summer 2009. Vol. 7, Iss. 3; pg. 29, 7 pgs

**November 27: No Class. Happy Thanksgiving!**

**December 4. Class Presentations**

**December 11. Class Presentations (Last day of class)**

***DUE: APPLIED RESEARCH PAPER.*** *Take home final exam is handed out.*

**December 18. Final exams due by 8pm** (exams can be e-mailed or dropped off to 332A King on main campus)

***Have a great semester!***