

PADM 521: Institutional Development and Behavior  
Fall 2014

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**Course Description**

This course is designed to introduce you to a variety of perspectives and approaches used to understand, explain and influence behavior of organizations and people in organizations. Since scholars and practitioners from many disciplines and fields have tried to understand and explain behaviors of organizations and of people in organizations, we draw from writings from many disciplines and fields. These include public administration, political science, business management, sociology, Psychology, industrial administration and even biology. This course is designed to help you expand your understanding of organizations and people in them by exposing you to several different ways in which they can be (and have been) perceived. For effective administrative action and practice, a good understanding of the concepts and theories underlying practice is indispensable. This course is designed to help you understand the basis of administrative practices and to become more effective and reflective practitioner.

**Class Participation.**

Read the articles as assigned. Come to class prepared to discuss the readings. Each student will sign up to give a presentation and lead a class discussion on one of the reading assignments. Maintain an active and thoughtful involvement in class discussions and other activities. Bring in newspaper clippings, articles, columns, cartoons, ideas, thoughts, etc. that pertain to our study of organizations to share with the rest of the class. Your success in this class is directly related to the extent that you and others come to class prepared and ready to share your ideas.

**Grading:**

Class Participation	20%
Reflective Essays	30%
Theory Application Paper	40%
Presentation	10%

### **Academic Integrity**

Academic dishonesty will not be tolerated and normally will result in a grade of F for the course. All students are expected to carefully read and follow the UNM Student Code of Conduct. Plagiarism, intentional or unintentional, is unacceptable and is considered academic dishonesty. Contact the instructor if you have any questions.

### **Students with Special Needs**

Instructor will follow the UNM policy regarding students with special needs. The policy may be accessed at <http://www.unm.edu/~ubppm/ubppmanual/2310.htm>

### **Course Outline**

#### **Week 1, August 20:**

*Introduction, Syllabus Overview*

Readings: Morgan Chpts: 1 & 10  
Simon; Ordonez et al.

#### **Week 2, August 27:**

*Organizational Structure and  
Scientific Management*

Readings: Taylor all  
Callahan; Mathews; O'Connell

#### **Week 3, September 3:**

*Bureaucracy and Structure*

Readings: M. Weber; R. Merton  
Gulick; Weick; Perrow;  
Fisman and Sullivan

#### **Week 4, September 9:**

*Determinants of Organizational  
Structure*

Readings: Woodward; Walker and  
Lorsch; Fayol

#### **Week 5, September 17:**

*Human Needs and Human Relations in*

*Organizations*

Readings: Maslow; Mayo; Carey  
Mary Parker Follett

**Week 6, September 24:**

*Organization and Motivation*

Readings: McGregor; Herzberg  
Blau; Bernard

**Week 7, October 1:**

*Leadership in Organizations*

Readings: White and Lippitt;  
Tennenbaum and Schmidt;  
Walker, R.; Zaieznick

**Week 8, October 8:**

*Fall Break*

**Week 9, October 115:**

*Organizations as Open Systems*

Readings: Katz and Kahn  
Lawrence and Lorsch;  
Dill; Emery and Trist

**Week 10, October 22:**

*Organizational Culture*

Readings: Schein; Smircich; Louis;  
Clark

**Week 11, October 29:**

*Organizations as Political Systems  
Authority and Power*

Readings: Barnard; Etzioni; Kanter  
Mechanic; Strauss

**Week 12, November 5:**

*Organizational Change*

Readings: Donahue and O'Leary;  
Abramson, et al.; Fernandez and Rainey;  
Rao and Sutton

**Week 13, November 12:**

*Presentations*

**Week 14, November 19:**

*Presentations*

**Week 15, November 22-26:**

*No Class*  
*Thanksgiving Week*

**Week 16, December 3:**

*Last Class: Wrap Up*

## PADM 521

### Readings:

1. Barnard: "The Theory of Authority"
2. Peter Blau: " Consultation Among Colleagues"
3. Callahan: "On Taylor in Education"
4. Carey: ""The Hawthorne Studies: A Radical Criticism"
5. Clark: "The Making of an Organizational Saga"
6. Dill: "The Impact of Environment on Organizational Development"
7. Emery and Trist: " The Causal Texture of Organizational Environments"
8. Etzioni: " Administrative and Professional Authority"
9. Fayol: " General Principles of Management"
10. Follett: " The Giving of Orders"
11. Herzberg: " One More Time: How do you Motivate Employees"
12. Kanter: " Power Failure in Management Circuits"
13. Katz and Kahn: "Organizations and the Systems Concept"
14. Lawrence and Lorsch: " Organization-Environment Interface"
15. Louis: "Organizations as Culture-Bearing milieux"
16. Maslow: " A Theory of Human Motivation"
17. Mayo: "The Hawthorne Experiment: Western Electric Company"
18. McGregor: "The Human Side of Enterprise"
19. Mechanic: "The Sources of Power of Lower Participants in Complex Organizations"
20. Merton: "Bureaucratic Structure and Personality"
21. Schien: " Defining Organizational Culture"
22. Smircich: " Organization as Shared Meaning"
23. Stivers: " Integrating Mary Parker Follett and Public Administration"
24. Strauss: " The Hospitals and its Negotiating Power"
25. Tennenbaum and Schmidt: How to Choose a Leadership Pattern"
26. Walker and Lorsch: "Organizational Choice: Product Vs. Function"
27. Weber: " Bureaucracy"
28. Weick: "Educational Organizational Systems as Loosely Coupled Systems"
29. White and Lippitt: " Leader Behavior and Member Reaction in Three Social Climates"
30. Woodward: " Introduction."

## PADM 521

### Final Paper

This paper is designed to provide you an opportunity to apply a particular approach (lens) to study and understand an organization that you are interested in. You will form a group of 3 (no more than 4) and select an organization to study. However, you will write an individual final paper. The paper involves the application of theories and concepts we have read and discussed over the semester to an actual, current public sector organization. Your groups must be finalized by Sept. 15<sup>th</sup>, 2014.

### Some Guidelines for your Final Paper:

1. Study either a public or non-profit organization, or a subsystem of a larger organization, e.g. a specific department. Choose a real organization of at least 15 employees, and enter into the organization to meet people, collect first-hand organizational information through interviews, observations, organizational documents, etc. Identify some specific organization issues that are pertinent to this organization, and apply theory and/or concepts developed in the class to make diagnosis, analyses, and give suggestions.

If you cannot gain access to any organization, you can also choose an organization that you can get information from public data sources as your organization for analysis. In this way, you may collect data from government, university, organizational data banks; from research articles, newspapers and magazines; and any other public source. Any sources used must be explicitly referred and a comprehensive reference list is required.

2. Your paper should include the following:

- (1) Background: What is the history of the organization? Why and how was it formed and how has it changed over the years? What is/are the current mission(s) of the organization? Has/have the mission(s) changed since the organization was formed? Describe the current structure, culture and human resources of the organization. What changes in the environment have affected the organization throughout its history? (3 pages)
- (2) Inquiry: Select an approach or lens for your study of the organization. This approach/lens should be selected based on your initial analysis of the organization. For example, if turnover and personnel issues dominate the organization, then you will want to use human resources as the study lens. If you want to study the total functioning of the organization then

you may want to use a system approach for the study. If you want to study organizational leadership behavior, then a focus on leadership theories may be in order. Justify your study approach/lens selection- why did you choose this way of looking at the organization? What did you learn from this approach? There should be a small literature review in your final paper to convince the reader that you are familiar with the historical and current literature on the approach/lens you have chosen. (3-4 pages)

- (3) Findings and Recommendations: Discuss what you found. How the organization looks under the study lens. What problems and opportunities did your theoretical lens uncover? Finally, design an action plan for renewing and improving your organization. Discuss how you would implement it. (4-5 pages)

A final paper of 10-12 pages (not including cover page, using Times New Roman, font size 12, double spaced) is to be submitted on December 3<sup>rd</sup>.

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### Reflective Essay:

One definition of "Reflect," according to Webster's is "to ponder." This reflective essay assignment is designed to make you "ponder" upon your readings. The following are some points to help you structure your essay. (2-3 pages).

1. Summarize the main ideas in the readings you are reflecting on. This should not be simply paraphrasing the readings. It should show your own understanding of the main ideas presented by the author(s) in the readings. Close the article after carefully reading it and then write down what you found to be the main ideas in the reading. Careful reading is necessary to understand nuances of arguments and concepts.
2. Discuss how these ideas are connected with each other. How each reading builds on or extends ideas in other readings. It is important to understand the distinct contribution of each piece. What is different in it from others? How does it add or modify or challenge ideas/concepts/theories in other readings?
3. Discuss whether and why these readings are important. How do they contribute to your understanding of how organizations (and people in them) behave, and how can we make them behave more efficiently/effectively?
4. Discuss the shortcomings and strengths of these readings from practical perspective and from theoretical perspective: Are ideas carefully defined and logically coherent? Are central ideas/main arguments clearly identified & discussed? What, if any, empirical evidence is presented to support the authors' main arguments/ideas?