

PADM 521: Institutional Development and Behavior
Fall 2016

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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 of 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

All students, including distance students, are expected to come to class on time and attend full class session. Read the article(s) assigned for the week. Come to class prepared to discuss the readings. Each student will sign up to give a presentation and lead a class discussion of the reading assignments for any on week. 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.

You may miss one class without affecting your participation grade. Additional absences will result in one-half letter per absence deducted from the class participation grade. Lack of preparation will be treated as an absence. Late submission of written assignment will result in loss of one-half letter grade per day.

Required Book

Frederick Winslow Taylor, The Principles of Scientific Management. New York: W.W. Norton & Co. Any paperback edition. ISBN: 0-393.00398-1

Grading

Class Participation	15%
Leading Reading Discussion	10%
Reflective Essays (choose Three)	40%
Theory Application Paper	25%
Presentation	10%

All assignments are to be submitted to UNM Learn.

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>

Accessibility Services (Mesa Vista Hall 2021, 277-3506) provides academic support to students who have disabilities. If you think you need alternative accessible formats for undertaking and completing coursework, you should contact this service right away to assure your needs are met in a timely manner. If you need local assistance in contacting Accessibility Services, see the Bachelor and Graduate Programs office.

Title IX Compliance

In an effort to meet obligations under Title IX, UNM faculty, Teaching Assistants, and Graduate Assistants are considered “responsible employees” by the Department of Education (See page 15: <http://www2.ed.gov/about/offices/list/ocr/docs/qa-201404-title-ix.pdf>). This designation requires that any report of gender discrimination which includes sexual harassment, sexual misconduct and sexual violence made to a faculty member, TA, or GA must be reported to the Title IX Coordinator at the Office of Equal Opportunity (oeo.unm.edu). For more information on the campus policy regarding sexual misconduct, see: <https://policy.unm.edu/university-policies/2000/2740.html>

Note: There will be changes in the syllabus, as needed, during the semester. Additional readings and assignments may be added throughout the semester.

Course Outline

Week 1, August 25:

Introduction, Syllabus Overview

Readings: Hatch and Cunliffe;
Perrow

Week 2, September 1:

Scientific Management

Readings: Taylor; Callahan;
Mathews; O'Connell

Week 3, September 8:

Organizational Structure

Readings: Hatch and Cunliffe;
Weber; Woodward; Gulick; Fisman
and Sullivan

Week 4, September 15:

Human Needs

Readings: Maslow; Mayo; Carey

Reflective Essay on Scientific Management readings (Week 2) is due on Sept. 15th.

Week 5, September 22:

Organization and Motivation

Readings: McGregor; Herzberg;
Blau

Reflective Essay on Organizational Structure readings (Weeks 3) is due on Sept. 22nd

Week 6, September 29:

Individual Meetings

Week 7, October 6:*Leadership in Organizations*

Readings: White and Lippitt;
Tannenbaum and Schmidt; Zalesnik

Reflective Essay on Human Needs Organization and Motivation readings (Weeks 4 & 5) is due on Oct. 6th

Week 8, October 13:**Fall Break****Week 9, October 20:***Authority and Power in Organizations*

Readings: Barnard; Etzioni; Follett

Reflective Essay on Leadership in Organizations (Week 7) readings is due on Oct. 20th

Week 10, October 27:*Organizations as Open Systems*

Readings: Hatch and Cunliffe; Katz and Kahn; Lawrence and Lorsch; Dill

Week 11, November 3:*Organizational Culture*

Readings: Hatch and Cunliffe; Schein; Smircich; Glazer and Rexrode

Reflective Essay on Authority and Power in Organizations readings (Week 9) is due on Nov. 3rd.

Week 12, November 10:*Organizational Change*

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

Reflective Essay on Organizations as Open Systems readings (Week 10) Nov.10th

Week 13, November 17:

Individual Presentations

Reflective Essay on Organizational Culture readings (Week 11) is due on Nov. 17th

Week 14, November 24:

Thanksgiving break

Week 15, December 1:

Individual Presentations

Week 16, December 8:

Last Class: Wrap Up