

PADM 521: Institutional Development and Behavior  
Spring 2015

Uday Desai  
Office Hours: T- W 1:30pm-3:00pm.  
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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.**

Read the article assigned. 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	10%
Leading Reading discussion	10%
Reflective Essays (choose four)	35%
Theory Application Paper	35%
Group 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>

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.

**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, January 14:**

*Introduction, Syllabus Overview*  
Readings: Morgan Chpt 1 (only  
Pages 3-5) & Chpt 10; Ordóñez et al

**Week 2, January 21:**

*Scientific Management*  
Readings: Taylor;

Callahan; Mathews; O'Connell

**Week 3, January 28:**

*Organizational Structure*  
Readings: M. Weber; R. Merton  
Woodward; Gulick;  
Fisman and Sullivan

**Week 4, February 4:**  
Reflective Essay on Scientific  
Management readings (Week 2)  
is due on February 4th

*Human Needs*  
Readings: Maslow; Mayo; Carey

**Week 5, February 11:**  
Reflective Essay on Organizational  
Structure readings (Weeks 3 & 4)  
is due on February 11<sup>th</sup>

*Organization and Motivation*  
Readings: McGregor; Herzberg; Blau

**Week 6, February 18:**

*Leadership in Organizations*  
Readings: White and Lippitt;  
Tannenbaum and Schmidt;  
Zaleznik

**Week 7, February 25:**  
Reflective Essay on Human Needs and  
Organization and Motivation readings  
(Weeks 5 & 6) is due on February 25th

*Group Meetings*

**Week 8, March 4:**  
Reflective Essay on Leadership in  
Organizations (Week 7) readings is due  
on March 4th

*Authority and Power in Organizations*  
Readings: Barnard; Etzioni; Mechanic;  
Follett

**Week 9, March 11:**

*Spring break*

**Week 10, March 18:**

Reflective Essay on Authority and Power in Organizations readings (Week 8) is due on March 18th

*Organizations as Open Systems*

Readings: Katz and Kahn  
Lawrence and Lorsch;  
Dill;

**Week 11, March 25:**

*Organizational Culture and Change*

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

**Week 12, April 1:**

Reflective Essay on Organizations as Open Systems readings (Week 10) is due on April 1<sup>st</sup>

*To be Assigned*

**Week 13, April 8:**

Reflective Essay on Organizational Culture and Change readings (Week 11) is due on April 8

*Presentations: Groups*

**Week 14, April 15:**

*Presentations: Groups*

**Week 15, April 22:**

*Presentations: Groups*

**Week 16, April 29:**

*Last Class: Wrap Up*

