

Spring 2010  
Office: CLS 2068

email: j-hill@neiu.edu

Prof. Jeffrey Hill  
Phone: 773-442-5659

**Political Science 344--WIP: Public Organization Theory**

*Class: Tuesday, Thursday 2:50 – 4:05 pm; SCI 124*

*Office Hours: Tuesday, Thursday 11:00 am – 1:00pm and 4:30pm – 5:00pm*

Course Prerequisite: Completion of English 101 with a grade of “C” or better.

This course has been approved as a Writing Intensive course as part of the Writing Intensive Program (WIP). Successful completion of this course fulfills the Writing Intensive graduation requirement for Political Science majors who entered the university in Fall 2008 or later. Speak to your advisor or visit <http://www.neiu.edu/~wip> for more information.

**Course Overview:**

This course is designed to provide a general overview of major theoretical perspectives in organization theory. This is a huge field with many different approaches. In fact, several disciplines (e.g., Business Administration, Management, Public Administration, Political Science, Psychology, Economics, and Sociology) claim organization theory as part of their domain. Accordingly, we will be reading material from a broad set of perspectives. The goal is not to cover everything, but to give you enough information to enable you to go out and expand your knowledge on your own.

To help explore these theories, you will be examining them in a series of written assignments. These assignments are structured as a process of exploration. Thus, you will keep a journal to reflect on the theories, use the concept memos to summarize and raise questions about them, and finally, evaluate and apply them in the evaluation papers.

**Course Objectives:**

In this course, you will develop an appreciation of the different tools available for understanding organizations. Ultimately, you should be able to use these theories to give you insight into problems you encounter in your own interactions within organizations.

You will also develop the ability to investigate new theories that become popular in both public and private management. Popular or trendy approaches to management often argue they are unique, and, as such, have their own set of terms and concepts. You will be able to translate these new theories using concepts with which you are already familiar, and, in this way, see the ways they might be different and ways they might be the same.

Finally, you will more fully develop your ability write cogent arguments and express your own ideas.

**Department Assessment Goals:**

As outlined in the NEIU Department Goals and Outcomes, this course will help students assess political and concepts and analytical frameworks (Goal 1 in the Assessment Plan); demonstrate effective and critical use of information-gathering and research media (Goal 4); communicate in both written and oral forms (Goal 4).

**Course Assignments and Requirements:**

Reflections: At several points during the course, I will ask you to write a brief memo or reflection on a given topic. The reflection will be done in class over a period of 10 to 15 minutes. They will be collected and I will comment on them, but they will not be graded.

Journal: Starting with the second week of class, you should keep a journal of the weekly readings. For each week's readings, consider the primary concepts the authors are developing. To help with this, ask yourself what question is the author asking and consider how well he or she answers it. This is also your opportunity to write down questions or criticisms of your own. The journals should be typed and will be collected five times during the term. You will receive a grade of 3 points when you submit your journal on time and it covers the readings. Journals that are late or that do not cover the readings will be given a lower grade. Other than that, your content writing in the journal will not be graded. Journals are due in class on the dates indicated in the syllabus. (Total 15% of grade)

Concept Memo: Choose the readings for one week and summarize the primary concept or concepts within them. Describe the concept clearly and how the author develops it. These memos should be a clearer and more formal statement of the ideas you started writing in the journal. In addition to a summary, consider questions the author does not address or potential insights that can be derived from the theory. Memos should be typed, double spaced, and should be 2 pages in length. There will be three concept memos and each will be worth 10% of your grade points. Concept memos are due in class on the dates indicated in the syllabus. Late papers may be penalized. (Total 30% of grade)

Evaluation Paper: The evaluation paper is the next step in your writing projects. For the first part of this paper, consider a theory we have read. Summarize the primary concepts in the theory. I encourage you to use the theory you examined in a concept memo, but you are not required to do so. You can use a different theory. For the second part of the paper, you need to develop a case study based on your experience in an organization. (We will discuss this in class.) You then use this case study in one of two possible ways:

(Option 1) Show how the theory helps you diagnose a problem or policy in that organization. Be sure to explain specifically how the theory applies and what insights it gives you. Do not simply show that some brief part of the theory also is seen in the case study. Instead explain what insights you have learned from the theory and how it explains why a particular behavior is seen.

(Option 2) Use the case study to show a significant weakness or flaw in the theory. For example, explain that the theory would predict one particular behavior, but the organization displays something else. In your analysis, suggest why the theory does not apply and ways the theory could be changed to improve it.

Evaluation papers should be typed, double-spaced, and should be three to five pages in length. There will be three evaluation papers due during the course and each one will be worth 15% of your grade. Evaluations papers are due in class on the date indicated in the syllabus. Late papers may be penalized. (Total 45% of grade)

Attendance and Participation: To encourage discussion in class, I will periodically keep a record of your attendance and participation. I will then calculate this part of your grade based on the number of days you attended and the number of times you participated in class. While this is a small part of your grade, it will be particularly important for those who are on the borderline between two grades. Attendance and participation will each be 5% of your grade (Total 10%)

Citations and Plagiarism: When you write, you must use a system of footnotes and references. The format used in most journals in political science is a style that has been developed by the American Political Science Association. This style is explained more fully in Chapter 8 of *The Political Science Writer's Manual*. I will also post a brief summary of this approach on Blackboard.

If you do not do use citations, or if you copy material from the internet or other sources without attribution, you may be committing plagiarism. The NEIU Student Code of Conduct defines plagiarism as "Appropriation or imitation of the language, ideas, and thoughts of another author and representation of them as one's original work. **This includes (1) paraphrasing** another's ideas or conclusions without acknowledgement; (2) lifting of entire paragraphs, chapters, etc. from another's work; and (3)

submission as one's own work, any work prepared by another person or agency." Plagiarism is SERIOUS. Punishments include a failing grade on the paper or exam, or a failing grade in the course. Students can also be referred to the Dean of Students for a hearing to decide additional punishments. Plagiarism is also easy to avoid. If you find a paper or article that says exactly what you wanted to say, then use it, but cite it.

**Course Topics and Readings:** This is an outline of the topics we will be examining and the readings we will examine. Lectures and discussions will roughly follow this schedule, but they will not match it exactly. I will alter the schedule, add readings, or drop readings to reflect the interests of the class and time constraints. I will keep you informed if we go faster or slower. Please note that the discussion requirements of the class require you to do the readings *before* the class in which they will be discussed. .

Readings will be taken from a series of articles. Most will be found in the textbook by Shafritz, et al. Others will be taken from a variety of sources and will be available on Blackboard. .

Jay Shafritz, J. Steven Ott, and Yong Suk Jang (2010). *Classics of Organizational Theory* (7<sup>th</sup> ed.), Belmont CA: Wadsworth.

Since this course is also a writing intensive course, I have made two other books available. I have assigned sections of these, but be sure to use these also as reference books, particularly the one by Strunk and White.

William Strunk Jr. and E.B. White (2000). *The Elements of Style* (4<sup>th</sup> ed.), New York: Longman.

Gregory M. Scott and Stephen M. Garrison (2008). *The Political Science Writer's Manual* (6<sup>th</sup> ed.). Upper Saddle River, New Jersey: Pearson.

**Week of:**

1/12 *Course Overview; What is an organization*  
Read: Scott and Garrison, Chapter 5.2 "Writing as Communication," (skim chapter 5.1)  
--focus on choosing a topic, developing a thesis and thesis sentence, organizing your writing, tone, and revision (checking for coherence, transitions, etc.).

Strunk and White, Part II, "Elementary Principles of Composition."  
--read this to get a better idea of what Scott and Garrison mean by "tone." Pay particular attention to advice on using a suitable design choosing a design and holding to it, using the active voice, avoiding a loose series of sentences.

1/19 *The foundations of organizational theory in political science;*  
Read: Woodrow Wilson (1887). *The Study of Administration*. Political Science Quarterly 2 (June): 197-222. Available on Blackboard.

Skim: Scott and Garrison, Chapter 6, "Writing Competently."

Strunk and White, Part I, "Elementary Rules and Usage"

**Begin journal entries**

1/26 *Comparing public and private organizations*

Read: Xenophon (1869). Socrates Discovers Generic Management. Excerpted from Xenophon, The Analysis or Expedition of Cyrus and the Memorabilia of Socrates, trans. J.S. Watson, New York: Harper and Row. Reprinted in *Classics of Organizational Theory* (7<sup>th</sup> ed.), edited by Jay Shafritz, J. Steven Ott, and Yong Suk Jang. Belmont, California: Thompson Wadsworth, 2010.

**Journal due 1/28**

2/2 *Birth and Growth in Organizations*

Read: Anthony Downs (1967). Inside Bureaucracy, Prospect Heights, Illinois: Waveland Press, ch. 1-2. Available on Blackboard

2/9 *The Classic Bureaucracy; The Good and Evil of Bureaucracy*

Read: Max Weber (1946). Bureaucracy, in From Max Weber: Essays in Sociology, translated and edited by H.H. Gerth and C. Wright Mills, New York: Oxford University Press./ Reprinted in *Classics of Organizational Theory* (7<sup>th</sup> ed.), edited by Jay Shafritz, J. Steven Ott, and Yong Suk Jang. Belmont, California: Thompson Wadsworth, 2010.

Anthony Downs (1967). Inside Bureaucracy, Prospect Heights, Illinois: Waveland Press, ch. 3-4. Available on Blackboard

Charles Perrow (1986). Complex Organizations (3rd ed.), Glenview: Scott, Foresman, ch. 1. Available on Blackboard.

Read: Scott and Garrison, Chapter 8, "Citing Sources."  
--when you review concepts from the reading, you will need to make it clear that you are relating someone else's ideas. For this, you need citations. This is the format you should use. Review it and then refer to it as necessary.

Strunk and White, Part V, "An Approach to Style"

--this is an excellent short introduction on developing a clear, easily read style of writing. Read this and try to keep it in mind as you write your memo. Pay particular attention to the advice to: keep yourself in the background, write in a way that comes naturally, avoid awkward adverbs and fancy words, be clear, do not inject opinion.

**Concept memo due 2/9**

**Journal due 2/11**

2/16 *The Efficient Organization and the Progressive Reform Movement*

Read: Hubbard, Elbert (1899). "A Message to Garcia." East Aurora, NY: Roycroft Shop. Downloaded from [www.birdsnest.com/garcia.htm](http://www.birdsnest.com/garcia.htm). Available on Blackboard

Frederick Taylor (1916). The Principles of Scientific Management, Bulletin of the Taylor Society, December, 1916. Reprinted in *Classics of Organizational Theory* (7<sup>th</sup> ed.), edited by Jay Shafritz, J. Steven Ott, and Yong Suk Jang. Belmont, California: Thompson Wadsworth, 2010.

Luther Gulick (1937). Notes on the Theory of Organization. In Luther Gulick and Lyndall Urwick, eds. Papers on the Science of Administration, New York: Institute of Public Administration. Reprinted in *Classics of Organizational Theory* (7<sup>th</sup> ed.), edited by Jay Shafritz, J. Steven Ott, and Yong Suk Jang. Belmont, California: Thompson Wadsworth, 2010.

Perrow, ch. 2 Available on Blackboard.

Skim: Scott and Garrison, Chapter 12.2, “Article Critiques.” Chapter 16, “Analytical Paper in American Government and International Relations.”

--the evaluation paper is similar, but not the same as, an article critique. You are not, for example, recommending that people should or should not read an article. So do not follow the exact format the authors describe, but read this section for insight on what questions you might want to ask. You might also want to read Chapter 16 for similar insights.

### **Draft of first evaluation paper due 2/18**

2/23

*Challenges to the One Best Way*

Read: Herbert A. Simon, (1946). The Proverbs of Administration. *Public Administration Review* 6 (winter): 53-67. Reprinted in *Classics of Organizational Theory* (7<sup>th</sup> ed.), edited by Jay Shafritz, J. Steven Ott, and Yong Suk Jang. Belmont, California: Thompson Wadsworth, 2010.

Fritz J. Roethlisberger. (1941). The Hawthorne Experiments. from *Management and Morale*, edited by F.J. Roethlisberger. Cambridge, MA: Harvard University Press. Reprinted in (2005). Reprinted in *Classics of Organizational Theory* (7<sup>th</sup> ed.), edited by Jay Shafritz, J. Steven Ott, and Yong Suk Jang. Belmont, California: Thompson Wadsworth, 2010.

3/2

*Formal and Informal Structures in Organizations*

Read: Chester I. Barnard (1968). The Functions of the Executive, Cambridge: Harvard University Press. Ch. VII, IX, XI, XII, XV. (First printed in 1938). Available on Blackboard.

### **First evaluation paper due 3/2**

3/9

*The Human Relations Model*

Read: Maslow, A. H. (1943). A Theory of Motivation. *Psychological Review* 50 (July): 370-396. Reprinted in *Classics of Organizational Theory* (7<sup>th</sup> ed.), edited by Jay Shafritz, J. Steven Ott, and Yong Suk Jang. Belmont, California: Thompson Wadsworth, 2010

McGregor, Douglas Murray (1957). The Human Side of Enterprise. Reprinted in *Classics of Organizational Theory* (7<sup>th</sup> ed.), edited by Jay Shafritz, J. Steven Ott, and Yong Suk Jang. Belmont, California: Thompson Wadsworth, 2010

### **Concept memo due 3/9**

### **Journal due 3/11**

3/16

*The Human Relations Model (continued)*

Irving L. Janis, (1971) *Groupthink: The Desperate Drive for Consensus at Any Cost. Psychology Today* 5 (November). 43-44, 46, 74-76. Reprinted in *Classics of Organizational Theory* (7<sup>th</sup> ed.), edited by Jay Shafritz, J. Steven Ott, and Yong Suk Jang. Belmont, California: Thompson Wadsworth, 2010

Perrow, ch.3. Available on Blackboard.

### **Draft of second evaluation paper due 3/18**

#### ***Spring Break—No Class—3/23 and 3/25***

3/30

#### *The Carnegie School*

Read: Joseph L. Bower. 1968. Descriptive Decision Theory from the “Administrative “ Viewpoint. In *The Study of Policy Formation* edited by Raymond A. Bauer and Kenneth J. Gergen. New York, NY: Free Press. 1968. Available on Blackboard.

Richard Cyert & James March. 1959. A Behavioral Theory of Organizational Objectives in *Modern Organization Theory* edited by Mason Haire, New York: Wiley. Reprinted in *Classics of Organizational Theory* (7<sup>th</sup> ed.), edited by Jay Shafritz, J. Steven Ott, and Yong Suk Jang. Belmont, California: Thompson Wadsworth, 2010

Richard Cyert & James March. 1963. A Behavioral Theory of the Firm. Englewood Cliffs: Prentice\_Hall. ch. 6. Available on Blackboard.

4/6

#### *Economic Approaches*

Read: Terry M. Moe (1984). The New Economics of Organization. *American Journal of Political Science*, 28: 739-777. Available on Blackboard.

### **Journal due 4/1**

### **Second evaluation paper due 4/6**

4/13

#### *Bureaucratic Dysfunctions: Applications of the Carnegie School*

Read: Downs ch. 8-9, 12-13. Available on Blackboard.

### **Concept memo due 4/15**

4/20

#### *Contemporary Approaches in Public Management: Excellence and Quality*

Read: Thomas J. Peters and Robert H. Waterman, Jr. 1982. In Search of Excellence: Simultaneous Loose-Tight Properties. From *In Search of Excellence: Lesson from America's Best-Run Companies* New York: Harper & Row. Reprinted in *Classics of Organizational Theory* (7<sup>th</sup> ed.), edited by Jay Shafritz, J. Steven Ott, and Yong Suk Jang. Belmont, California: Thompson Wadsworth, 2010

Vice President Al Gore, 1993. *Creating a Government That Works Better & Costs Less: Report of the National Performance Review*. Washington, DC: U.S. Government Printing Office. Reprinted in *Classics of Organizational Theory* (6<sup>th</sup> ed.), edited by Jay Shafritz, J. Steven Ott, and Yong Suk Jang. Belmont, California: Thompson Wadsworth, 2005. Also available on Blackboard.

Jeffrey S. Hill (1994). Techniques of Change: The Theoretical Foundations of TQM and Reinventing Government. Paper presented at the annual meeting of the American Political Science Association, New York. Available on Blackboard.

**Journal due 4/22**

4/27 *Contemporary Approaches in Public Management: Organizational Culture (if time permits)*

Read: Edgar H. Schein. 1993. Defining Organizations. in *Organizational Culture and Leadership* (2<sup>nd</sup>. ed) San Francisco: Jossey-Bass. Reprinted in *Classics of Organizational Theory* (7<sup>th</sup> ed.), edited by Jay Shafritz, J. Steven Ott, and Yong Suk Jang. Belmont, California: Thompson Wadsworth, 2010

**Third evaluation paper due 4/29 (no first draft is required)**