Organization Theory and Behavior
Political Science (POLS) 545
Spring 2013
Course Meets: Tuesday 5:00-7:30 p.m. in Faner Room 3075

Southern Illinois University Carbondale
Department of Political Science
Master of Public Administration Program

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Office Hours: Tuesday 1:30-4:30 and Wednesday 9:00-12:00

REQUIRED COURSE TEXT:

*Other readings may be assigned during the semester as deemed appropriate by the instructor *
and will be available on SIU Online.

SUGGESTED TEXT for FURTHER READING:

COURSE DESCRIPTION:
Organization Theory and Behavior examines the theoretical frameworks developed to aid us in understanding how public sector organizations are structured and operate. The study of organization theory also examines how people interact and work together within an organizational setting. The purpose of this course is for students to explore and understand the classical and contemporary organizational theory and behavior literature.

Organizations are the medium through which work in the public sector occurs. Thus, in order for students to become effective public administrator, they must gain a fundamental understanding of the nature of organizations and the various factors that influence human behavior within them. During the course of this semester we will examine classical and contemporary readings on organizational theory to introduce you to the various perspectives on the structure and behavior of the organizations that we inhabit daily. The readings will provide students with a basic foundation for the development of their knowledge of the structure, design, managerial challenges, and processes of the environment in today’s organization.

Each theoretical framework that we examine provides a lens through which we can examine the structure and behavior of organizations. Therefore, as a theory course, the focus of
this course will be to actively identifying ways to bridge the division between theory and practice.

**COURSE OBJECTIVES:**
Upon successful completion of this course, students should be able to demonstrate a range of knowledge and skill competencies including the following.

Knowledge Competencies:
1) An understanding of the classical and contemporary theories and behaviors of organizations.
2) An understanding of the organizational culture and environment within which organizations function.

Skill Competencies:
1) The ability to effectively translate and apply an understanding of their knowledge of the literature into practical decisions in the workplace.
2) Communicate ideas professionally and effectively in classroom discussions, presentations, and written assignments.

**FINAL GRADES WILL BE ASSIGNED AS FOLLOWS:**
A= 100-90  
B= 89-80  
C= 79-70  
D= 69-60  
F= 59-0

**COURSE REQUIREMENTS AND GRADING:**
Your grade in this course will be based upon your performance in the following areas, each of which is discussed in detail below.

Course Evaluations
A. Critical Review Analysis Assignments (Total 30%)
   Critical Review Analysis #1   (10%)
   Critical Review Analysis #2   (10%)
   Critical Review Analysis #3   (10%)

B. Practical Application Assignments (Total 20%)
   Practical Application Assignment #1   (5%)
   Practical Application Assignment #2   (5%)
   Practical Application Assignment #3   (5%)
   Practical Application Assignment #4   (5%)

C. Examinations (Total 50%)
   Midterm Examination   (25%)
   Comprehensive Examination   (25%)

Total = 100%
Course Requirements and Grading Details

1. Critical Review Analysis (3 each @ 10% = 30% Total)

Each student is responsible for preparing a total of three (3) critical review analyses throughout the semester on the assigned readings for the week. Your review must include a discussion of the key points listed below. Students will sign up for critical reviews at the beginning of the semester. A detailed description of the assignment will be given at the beginning of the semester.

Review Outline: (The text of your review MUST include the following):

1) A summary of the week’s readings.
   Please note that the ideal review will include a discussion that incorporates all of the readings assigned for the week.

2) A discussion of the recurring theme identified in the week’s readings.
   Your discussion of the theme should address the question; what are the underline arguments that the author or school of thought is presenting/advocating for?

3) A discussion of your critical analysis of the problem identified in the readings.
   This section should include a discussion as to what problem you have identified in the readings. You should also address the questions why and how you disagree (refute) the arguments presented by the theorist or school of thought.

4) Your recommendations for solving the problem that you identify.
   In this section you will present a discussion of the recommendations that you would suggest to the authors/theorist in addressing the flaws that you have identified with the school of thought. Be sure to discuss why your recommendations should be considered. Your recommendations discussion should also illustrate how the proposed modifications to theory could be integrated to enhance the practicality and usefulness of their existing ideas to current organizations.

5) Suggestions for possible practical application of the theoretical concepts to present day administrative practice in the public sector.
   Lastly, your task is to identify an existing organization that could benefit from the integration of your modified theory. In this section provide a discussion of the organization and how they could benefit from operating under the modified theory.

Review Format Guidelines (Your analysis MUST adhere to the following format):

1) Typed, double spaced
2) 4-6 pages
3) Include a Title and Reference Page
4) Follow appropriate APA guidelines for parenthetical in-text and citation page formatting.

Remember: Quotes are NOT allowed in any writing assignments.
Review Oral Presentation Guidelines:

In addition to the written portion, for this assignment you will also be responsible for leading the class discussion on the day that your critical review is due. Your presentation should include at least 5 PowerPoint slides devoted to addressing the following points. A handout regarding the detailed requirements for the presentation will be provided at the beginning of the semester.

1) Recurring Theme
2) The Critical Analysis of the Problem
3) Your Solution to the Problem
4) Your Recommendations
5) A Practical application example

2.) Practical Application Activities (4 each @ 5% = 20% Total)

To assess, enhance, and develop your hands-on knowledge of the various theoretical frameworks explored in the course, you will be assigned a series of activities throughout the course of the semester. The assignments are designed to aid student’s in developing the skills to recognize organizational dysfunction and recommend remedies from the theoretical frameworks that can enhance their efficiency and effectiveness. A handout regarding the detailed requirements for each assignment will be provided one week prior to the assignment’s due date.

3.) Examinations (2 each at 25% = 50% Total)

Students will have a MIDTERM EXAM (25%) and a COMPREHENSIVE EXAM (25%) that will come from the assigned readings, class discussions, lectures, activities, and assignments. The format of the test will consist of true/false, multiple choice, short answer and essay questions.

Please note that there are NO MAKE-UP EXAMS unless the student has an extraordinary excuse, which WILL REQUIRE DOCUMENTATION. If you miss an exam it is your responsibility to contact me as soon as possible to inform me of the situation.

Your excuse is due immediately upon your return to class. Any excuse that is received after your return to class will be NOT be accepted. This rule is non-negotiable.

Anyone who arrives to take the test (after the first person taking the test leaves the room) will take a different exam. Therefore, always arrive on time for test.
COURSE POLICIES:

Expectations-
This is a Seminar structured course and class time will be divided between lectures, interactive group exercises, and presentations from your peers. Thus, class discussions and participation are vital components of the course because they enhance your ability to understand and think conceptually, analytically, and independently regarding the material. Students are expected to complete all reading assignments before class and actively contribute and participate in class each session. My assessment of your class participation in discussions is determined by both the quantity and quality of your contributions to the discussions and the level of professionalism that you maintain.

Classroom Conduct-
Students must remain respectful of their peers and the Professor at all times. Failure to do so will result in dismissal from the course until such behavior has been addressed.

Attendance Policy-
Each student’s attendance is critical for creating an enhanced learning environment for everyone. By not attending class, you cannot participate in discussions. Thus, attendance is imperative and roll will be taken daily at the beginning of each class. Please note that frequent and excessive late absences will negatively impact your final grade as outlined below.

- Students frequently arriving late or leaving early will be considered absent.
- Students are allowed 1 unexcused absence during the semester. Students with 2 or more unexcused absences will have their final grade deducted 5 points for each exceeding absence above 1.

In order for me to accept your excuse, written documentation it is due upon your return to class. Excused absences given for University related business require documentation from the appropriate University official. Excused absences for periods missed due to illness require an appropriate doctor’s excuse. This policy is non-negotiable.

Cell Phones and Laptop Usage-
Electronic devices; LAPTOPS, CELL PHONES, IPODS, etc. are NOT allowed in class. The usage of a laptop in this course is disruptive and is NOT necessary in this course. Additionally please do not use the computers in the classroom unless you are told to do otherwise. Any student who fails to abide by these policies will be asked to leave the class and will be counted absent.

Format Guidelines for Assignments-
All assignments must adhere to the following format guidelines

- Follow APA format including appropriate parenthetical in-text and reference page citations. Failure to follow these guidelines will result in you receiving a “0” for the assignment.
• Quotes are NOT allowed in any writing assignments. Thus, be sure to concisely summarize or paraphrase the author’s ideas from which you are adapting. Failure to follow these guidelines will result in you receiving a “0” for the assignment.

Late Assignments-

A hard copy of each assignment is due at 5:00 p.m. on the date assigned at the beginning of class. Additionally, an electronic copy of all assignments must be submitted to the Professor via SIU Online.com by 5:00 p.m. on the date assigned. Failure to submit a hard copy and an electronic copy will result in your final grade for the assignment being deducted 5 points per day until your assignment is properly submitted via hard copy, and to SIU Online.

It is your responsibility to inform me AS SOON AS POSSIBLE if you have an excused absence that will affect your assignment being late. Thus, failure to turn in an assignment as scheduled will result in the grade penalty outlined below.

Grading Guidelines for Late Assignments:
• Assignments received after 5:00 p.m. but before midnight on the due date will result in ½ grade (5 points) penalty on the assignment.
• Assignments received the next day (after midnight but before 5:00 p.m.) will result in a full letter grade (10 points) deduction from your grade on the assignment.
• For each additional day your assignment is late (received before 5:00 p.m.) an additional letter grade (10 points) penalty will be deducted per day from your grade on the assignment. (This includes Saturdays and Sundays).
• No assignment will be accepted after more than four days from the date it is due and will be assigned a grade of F (0 points).

ADVISING:
Please take time to consult the instructor when you need assistance with any aspect of the course or if you are uncertain about your performance.

REQUEST FOR MODIFICATION:
Students with disabilities for which accommodations may be required should notify the instructor as soon as possible so the necessary arrangements can be made.

ELECTRONIC COMMUNICATION:
Please note that your siu.edu email account is considered an official method of communication. Therefore, you are responsible for checking it daily concerning class updates. Additionally students are responsible for checking SIU Online daily concerning class updates.

INCOMPLETE GRADING POLICY:
Incomplete grades will only be granted to students for course work missed UNAVOIDABLY at the end of the semester. Additionally, incomplete grades will only be granted if at least 70% of the course requirements have been completed. Any student that is granted an incomplete grade must complete all course requirements by the day before the next semester (Summer 2013) begins. If the remaining course requirements are not submitted by the specified deadline the incomplete grade will be calculated according to the course work completed for the semester.
ACADEMIC MISCONDUCT:
As a graduate student, a high level of academic honesty is expected from you. Any form of academic dishonesty which includes but is not limited to the following acts: cheating, plagiarism (the submission of work as one’s own that is not, and the submission of portions of papers for other classes) will not be tolerated. Thus, such actions will be dealt with under the university’s policy on plagiarism and procedures will be followed to discipline academic dishonesty offenders under the SIUC Student Conduct Code accordingly.

Additionally, in efforts to eliminate such actions, students must submit all assignments to Turnitin via the SIU Online Dropbox tool. Assignments should be uploaded to SIU Online before class by 5:00 p.m. on the date assigned. I will not grade any assignment that has not been uploaded to the website before class. Therefore, make sure that you submit your assignment to the website as required or your grade for the assignment will be deducted 5 points (1/2 letter grade) per day until your assignment is properly submitted via SIU Online.

COURSE OUTLINE OF ASSIGNMENTS:

Week 1-Introduction to the Course
   January 15- Syllabus Overview, Expectations, and Introductions

Week 2- Introduction to Organization Theory & Public Management
   January 22- Tompkins Chapter 1-2 and Denhardt Chapter 1

Week 3- Foundational Theories
   January 29- Tompkins Chapters 3-4

Week 4- Scientific Management
   February 5- Tompkins Chapter 5 and Denhardt Chapter 3

Week 5- The Science of Administration
   February 12 – Tompkins Chapter 6 and Denhardt Chapter 4

Week 6- Pre-Human Relations & Human Relations
   February 19- Tompkins Chapters 7-8

Week 7- Systems Theory (The Natural System Perspective)
   February 26- Tompkins Chapter 9

Week 8- Midterm Examination
   March 5- Midterm Examination

Week 9- Spring Break
   March 12-No Class

Week 10- Structural-Functional Theory & Open System Theory
   March 19- Tompkins Chapter 10-11
Week 11- Participative Management Theory & Contemporary Theories/Perspectives
March 26- Tompkins Chapter 12 & 14

Week 12- Human Resource Theory
April 2- Tompkins Chapter 13

Week 13- Contemporary Theories: New Public Management & New Public Service
April 9- Denhardt Chapter 6 & Tompkins Chapter 7

Week 14- Leadership & Power

Week 15- Organizational Culture & Change
April 23- Tompkins Chapter 15

Week 16 Bridging Theory and Practice & Course Wrap Up
April 30- Tompkins Chapter 16 and Denhardt Chapter 8

Week 17- Comprehensive Examination
May 7 (Tuesday)- Comprehensive Examination 8:00-10:00pm

SYLLABUS NOTE:
This syllabus is subject to change at any time. Changes in reading assignments and discussion topics may be announced in class or posted online via SIU Online. Students are responsible for all materials on this syllabus and any additional material assigned in class or posted to SIU Online. The Professor reserves the right to amend this syllabus.
I have read this syllabus, and I understand what is expected of me in this course POLS 545 Organization Theory and Behavior Spring 2013.

Student Signature:________________________  Date:________________________

IMPORTANT DATES TO REMEMBER:
January 15 1st day of class
March 5 Midterm Examination
March 12 & 14 No Class (Spring Break)
May 7 Comprehensive Exam 8:00-10:00 p.m.