Course Description: This course provides an overview of the development of theories of organization. During the first ten weeks of the course, the major perspectives or “schools” of organization theory are introduced chronologically: Classical Organization Theory; Neoclassical Organization Theory; Human Resource Theory; “Modern” Structural Organization Theory; Organizational Economics Theory; Power and Politics Organization Theory; Organizational Culture Theory; Reform Through Changes in Organizational Culture; and Theories of Organizations and Environments. This overview is designed to help those new to the field of organization theory understand and appreciate how the various themes and perspectives relate not only to the context in which they were written, but how they can still provide relevant insights for understanding contemporary organizations.

The last five weeks of the course focus on the future of organization theory with a particular emphasis on the public sector. How public administration and the so-called “new public service” are being changed through advances in information and communication technology (ICT) and through networks of organizations which provide and deliver services is described and analyzed.

Course Format and Grading: This course will be taught using a lecture/seminar format. During the first part of the class, the instructor will lecture on the day’s topic. This will be followed by a seminar discussion of the assigned readings. Students will be required to write four critical think-piece essays and an Administrative Journal. The essays are intended to encourage
original synthesis of the course material and will be 5-7 pages long, doubled-spaced (12-pt. font). More will be said about these essays in class. The Administrative Journal is intended to facilitate learning about organizations and must follow the format described in the Appendix of the Denhardt textbook. Students are expected to make entries in their Administrative Journal on a daily or weekly basis and at the end of the class turn in a 5-7 page “appendix” which describes what has been learned about administration.

Grades will be assigned on the basis of performance on the four “think-piece” essays, the quality of the Administrative Journal, and class participation. The dates the assignments are due and their relative weights are listed in the table below.

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<thead>
<tr>
<th>ASSIGNMENT</th>
<th>DATE DUE</th>
<th>WEIGHT</th>
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<tbody>
<tr>
<td>Essay #1</td>
<td>February 19</td>
<td>20%</td>
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<tr>
<td>Essay #2</td>
<td>March 19</td>
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<td>Essay #3</td>
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<td>Essay #4</td>
<td>April 30</td>
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<tr>
<td>Appendix to Adm. Journal</td>
<td>April 30</td>
<td>10%</td>
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<tr>
<td>class participation</td>
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Textbooks:


Supplemental Readings:

Supplemental readings can be found at the class website

Week 1  
Jan. 15  

Introduction and Overview of Course

Jay M. Shafritz, J. Steven Ott & Yon Suk Jang, Introduction, Classics of Organization Theory

Robert Denhardt, Chapter 1, Learning about Public Organizations, Theories of Public Organization
Week 2  
Jan. 22  

**Topic: CLASSICAL ORGANIZATION THEORY**

**Textbook Readings**


Xenophon (1869), Socrates Discovers Generic Management
Adam Smith (1776), Of the Division of Labour
Daniel C. McCallum (1856), Superintendent's Report
Henry R. Towne (1886), The Engineer as Economist
Henri Fayol (1916), General Principles of Management
Frederick Winslow Taylor (1916), The Principles of Scientific Management
Max Weber (1922) Bureaucracy.
Luther Gulick (1937), Notes on the Theory of Organization

**Supplemental Readings**

Gareth Morgan, From Bureaucracies to Networks: The Emergence of New Organizational Forms, Creative Organization Theory


Week 3  
Jan. 29  

**Topic: NEOCLASSICAL ORGANIZATION THEORY**

**Textbook Readings**

Robert Denhardt, Chapter 4, The Rational Model of Organization

Chester I. Barnard (1938), The Economy of Incentives,
Robert K. Merton (1957), Bureaucratic Structure and Personality
Herbert A. Simon (1946), The Proverbs of Administration
Philip Selznick (1948), Foundations of the Theory of Organization
Richard M. Cyert and James G. March (1959), A Behavioral Theory of Organizational Objectives

**Supplemental Readings**


Bryan D. Jones, Bounded Rationality, Center for American Politics and Public Policy, Department of Political Science, University of Washington
Week 4  
Feb. 5

**Topic: HUMAN RESOURCE THEORY, OR THE ORGANIZATIONAL BEHAVIOR PERSPECTIVE**

*Textbook Readings*

Robert Denhardt, Chapter 5, Organizational Humanism and the New Public Administration

Mary Parker Follett (1926) The Giving of Orders
Fritz J. Roethlisberger (1941) The Hawthorne Experiments
Abraham H. Maslow (1943), A Theory of Human Motivation
Douglas Murray McGregor (1957), The Human Side of Enterprise
Irving L. Janis (1971), Groupthink: The Desperate Drive for Consensus at Any Cost

*Supplemental Readings*


Bill Trahant, Six Communication Secrets of Top-Performing Organizations, *The Public Manager*, Fall 2008

Week 5  
Feb. 12

**Topic: “MODERN” STRUCTURAL ORGANIZATION THEORY**

*Textbook Readings*

Tom Burns and G. M. Stalker (1961), Mechanistic and Organic Systems
Peter M. Blau and W. Richard Scott (1962), The Concept of Formal Organization
Arthur H. Walker and Jay W. Lorsch (1968), Organizational Choice: Product versus Function
Henry Mintzberg (1979), The Five Basic Parts of the Organization
Elliott Jaques (1990), In Praise of Hierarchy
Richard M. Burton and Børge Obel (1998), Technology as a Contingency Factor
Week 5
Feb. 12
continued

**Supplemental Readings**


Week 6
Feb. 19

**Topic: ORGANIZATIONAL ECONOMICS THEORY**

**Textbook Readings**

Oliver E. Williamson (1975), Markets and Hierarchies
Jay B. Barney and William G. Ouchi (1986), Learning from Organizational Economics
Paul H. Rubin (1990), Managing Business Transactions

**Essay #1 Due**


Week 7  
Feb. 26  
Topic: POWER AND POLITICS ORGANIZATION THEORY  
Textbook Readings  

Jeffrey Pfeffer (1981), Understanding the Role of Power in Decision Making  
John R. P. French Jr. and Bertram Raven (1959), The Bases of Social Power  
James G. March (1966), The Power of Power  
Rosabeth Moss Kanter (1979), Power Failure in Management Circuits  
Henry Mintzberg (1983), The Power Game and the Players  

Supplemental Readings  

Paul C. Nutt, Comparing Public and Private Sector Decision-Making Practices,  
Journal of Public Administration Research and Theory, 16:289–318  

Lynne Koontz and Dana L Hoag, Incorporating Institutional Power into the  
Disparate Stakeholder Management, International Journal of  
Organization Theory and Behavior; Spring 2008; 11, 1  

Joseph A. Ferrara and Lynn C. Ross, Getting to Know You: Rules of  
Engagement for Political Appointees and Career Executives, IBM  
Endowment for The Business of Government, 2004  

Jonathan D. Breul, Forum Editor, Forum: Helping the Next Administration  
Succeed in Washington, The Business of Government Magazine, Fall  
2008 pp. 43-61 ( see also articles listed under Managing Your  
Stakeholders)  

Gareth Morgan, Pluralist Management, Creative Organization Theory  

Gareth Morgan, How Politicized Is Your Organization?, Creative Organization  
Theory  

Week 8  
Mar. 5  
Topic: ORGANIZATIONAL CULTURE THEORY  
Textbook Readings  

Edgar H. Schein (1993), Defining Organizational Culture  
Scott D. N. Cook and Dvora Yanow (1993), Culture and Organizational Learning  
Harrison M. Trice and Janice M. Beyer (1993), Changing Organizational Cultures  
Joanne Martin (2002), Organizational Culture: Pieces of the Puzzle


Gareth Morgan, Understanding the Culture of Your Organization, *Creative Organization Theory*

**Week 9**
Mar. 12

**Week 10**
Mar. 19

**Topic:** REFORM THROUGH CHANGES IN ORGANIZATIONAL CULTURE

**Textbook Readings**

Denhardt, Chapter 6, The Policy Emphasis and the New Public Management

William G. Ouchi (1981), The Z Organization


Peter M. Senge (1990), The Fifth Discipline: A Shift of Mind

Joan Acker (1992), Gendering Organizational Theory

Vice President Al Gore (1993), Creating a Government that Works Better and Costs Less: Report of the National Performance Review


**Supplemental Readings**


Week 11
Mar. 26

Topic: THEORIES OF ORGANIZATIONS AND ENVIRONMENTS

Textbook Readings

Daniel Katz and Robert L. Kahn (1966), Organizations and the System Concept
James D. Thompson (1967), Organizations in Action
John W. Meyer and Brian Rowan (1977), Institutionalized Organizations: Formal Structure as Myth and Ceremony
Jeffery Pfeffer and Gerald Salancik (1978), External Control of Organizations: A Resource Dependence Perspective
Glenn R. Carroll and Michael T. Hannan (2000), Demography of Corporations and Industries

Supplemental Readings

George A. Boyne and Kenneth J. Meier, Environmental Turbulence, Organizational Stability, and Public Service Performance, Administration & Society, Volume 40 Number 8 January 2009 799-824

Week 12
April 2

Topic: THE FUTURE FOR ORGANIZATION THEORY

Textbook Readings

Robert Denhardt, Chapter 7, Public Administration and the New Public Service; Chapter 8, The Practitioner as Theorist

Supplemental Readings


Week 13  
April 9

**Topic: INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)**

*Supplemental Readings*


John Arquilla and David Ronfeldt (editors), *Networks and Netwars: The Future of Terror, Crime, and Militancy*, (Santa Monica, CA: Rand Publications, 2001)


Week 14  
April 16

**Topic: NETWORK ANALYSIS**

*Supplemental Readings*


Thomas A. Stewart, *Six Degrees of Mohamed Atta*, *Business 2.0*, December 2001
Week 15  
April 23  

Topic: ORGANIZING THE GOVERNMENT

Supplemental Readings

Francisco Cardona, Organising the Central State Administration: Policies and Instruments, Sigma Paper No. 43, 19-Jun-2007


Week 16  
April 30  

Discussion of Essay #4

Discussion of Administrative Journal

Essay #4  
Due

Appendix to Adm. Journal  
Due