

Organizations: Theory and Change PUBA 603

The course will systematically explore the characteristics of organizations from the perspective of the structural, human resources, political, and cultural frames of organizational theory. The course then focuses on organizational change strategies and theories. The course concludes with discussions of how these frames and theories can be used in everyday management of public service organizations.

Student Learning Outcomes:

- Use multiple frames to define organizations
- Differentiate between various organizational forms and the impact of the context
- Assess the drivers of human behavior in organizations
- Evaluate the organization and apply organizational change strategies
- Apply their knowledge to “real life” situations

Required Texts

Bolman, L.G. and Deal, T.E. 2008. *Reframing Organizations: Artistry, Choice, and Leadership*, 4th edition. San Francisco, CA: Jossey-Bass.

Shafritz, J.M., Ott, J. Steven, and Jang, Y.S., Eds. 2011. *Classics in Organization Theory*. San Francisco, CA: Wadsworth.

Assessment

Environmental analysis	10%
Framing Analysis	15%
Human Resource Analysis	15%
Political Analysis	15%
Cultural Analysis	15%
Organizational Change Analysis Project	20%
<u>Weekly Participation and Attendance</u>	<u>10%</u>
Total	100%

Weekly Attendance and Participation

Your job in this class is to thoughtfully examine course materials and engage fully in course-related activities, discussions and assignments. Your attendance is expected at each session. If you must miss class for any reason, please contact me. I appreciate your avoidance of distracting practices such as late entrances, early exits, ringing cell phones, web browsing, texting, conversations, and other activities unrelated to the class. This behavior is especially important given that the beginning of class sometimes features guest speakers. It also includes respecting the viewpoints and experiences of your classmates, professors, and the guest speakers.

Course Schedule

Part I: Introduction

Session 1 Introduction

- Bolman, Chapter 1: The Power of Reframing.
- Shafritz:
 - Gulick, L. 1937. “Notes on the Theory of Organization.”
- The National Performance Review. 1993. “From red tape to results: Creating a government that works better and costs less.” In *Classics of Public Administration*, 2013, 6th ed., Eds. J.M. Shafritz and A.C. Hyde. San Francisco, CA: Wadsworth. Pp541-548.
- Kenneth J. Meier and Gregory C. Hill. "Bureaucracy in the Twenty-First Century" *The Oxford Handbook of Public Management*. Ed. Ewan Ferlie, Laurence E. Lynn, and Christopher Pollitt. Oxford; New York: Oxford University Press, 2005.
- Rainey, H.G., and Bozeman, B. 2000. Comparing Public and Private Organizations: Empirical Research and the Power of the A Priori *Journal of Public Administration Research and Theory*, 10(2): 447-470.

Session 2: Historical Overview of Organizational theories

- Rainey, H.G. 2014. “Understanding the Study of Public Organizations.” In *understanding and managing public organizations, 5th edition*. San Francisco, CA: Jossey-Bass. Pp16-52.

Part II: The External Environment

Session 3 Organizations and Environments

- Bolman, Chapter 2: Simple Ideas, Complex Organizations
- Shafritz:
 - Katz, D. and Kahn, R.L. 1966. “Organizations and the System Concept”
 - Thompson, J.D. 1967. “Organizations in Action”
 - Meyer, J.W. and Rowan, B. 1977. “Institutionalized Organizations: Formal Structure as Myth and Ceremony.
 - Pfeffer, J. and Salancik, G.R. 1978. “External Control of Organizations: A Resource Dependence Perspective.”

Part III: Structural Frame

Session 4: Framing Features

Bolman, Chapter 3: Getting Organized
Shafritz:

Mintzberg, H. 1979. “The Five Basic Parts of the Organization.”

Session 5: Structural Options

- Bolman, Chapter 4: Structure and Restructuring
- Bolman, Chapter 5: Organizing Groups and Teams
- Shafritz:
 - Merton, R.K. 1957. “Bureaucratic Structure and Personality.”

Part IV: Human Resources Frame

Session 6: Work Motivation and Employee Values

- Bolman, Chapter 6: People and Organizations.
- Shafritz:
 - Maslow, 1943. "A Theory of Human Motivation."
 - McGregor, 1957. "The Human Side of Enterprise."
- Moynihan, D.P., and Pandey, S.K. 2007. The Role of Organizations in Fostering Public Service Motivation. *Public Administration Review*, 67(1): 40-53.

Session 7: Human Capital and Workplace Diversity

- Bolman, Chapter 7: Improving Human Resource Management
- Pitts, D.W. and Wise, L.R. 2010. Workforce Diversity in the new millennium: Prospects for Research. *Review of Public Personnel Administration*. 30(1): 44-69.
- Selden, S.C. 2006. A solution in search of a problem? Discrimination, Affirmative Action, and the New Public Service. *Public Administration Review*, 66(6): 911-923.

Part V: Political Frame

Key topics: Organizations as Contested Terrain; power, interests, principles, strategies in organizations.

Session 8: Conflict and Interest

- Bolman, Chapter 9: Power, Conflict and Coalition
- Shafritz:
 - Pfeffer, J. 1981. "Understanding the Role of Power in Decision Making."
- Pache, Anne-Claire and Filipe Santos. 2010. "When Worlds Collide: The Internal Dynamics of Organizational Responses to Conflicting Institutional Demands." *Academy of Management Review* 35(3): 455-476.

Session 9: Power Politics

Bolman, Chapter 10: Organizations as Political Agents and Political Agents

Shafritz:

- March, J.G. 1966. "The Power of Power"
- Mintzberg, H. 1983. "The Power Game and the Players."

Part VI: Cultural Frame

Key topics: Organizations viewed as cultures: rituals, myths, symbols

Session 10, Organizational culture

- Bolman, Chapter 12: Organizational Symbols and Culture
- Shafritz:
 - Schein, E.H. 2004. "The Concept of Organizational Culture: Why bother?"
 - Martin, J. 2002. "Organizational Culture: Pieces of the Puzzle."

Session 11, Dimensions of culture

- Bolman, Chapter 13: Culture in Action
- Bolman, Chapter 14: Organization as Theater
- Shafritz:

- Cooperrider, D.L., and Whitney, D. 2005. “Appreciative Inquiry.”
- Herzog, Richard J. and Charles Frederick Abel. 2009. “Rational Techniques as Myth-Based Rituals: The Role of Reflective Practitioners in Remunerative Justice.” *Public Personnel Management* 38(2): 1-18.

Part VII: Organizational Change

Key Topics: Understanding organizations and how to assess their “readiness” for change; how to analyze an organizational structure and the reasons for resistance to change proposals.

Approaches for implementing successful change strategies.

Session 12: Analyzing Organizational Readiness for Change.

- Bolman, Chapter 18: Reframing Change in Organizations: Training, Realigning, Negotiating, and Grieving
- Shafritz:
 - Kanter, R.M. 1979. “Power Failure in Management Circuits.”
- Frey, G. 1990. A framework for promoting organizational change. *Families in Society*: 142-147.
- Gambil, T. and Kirk, J. 1999. Understanding Organizational Change: The case of a troubled organization. *Journal of Workplace Learning*, 11(2): 48-52.

Session 13 Strategizing for Organizational Change

- Fernandez, S. and Rainey, H.G. 2006. Managing successful organizational change in the public sector. *Public Administrative Review*. 66 (2): 168-176.
- Kee, J.E. and Newcomer, K.E. 2008. Why do change efforts fail? What can leaders do about it? *The Public Manager*: 5-12.
- Goldberg, M. and Haugen, T. 2008. A new generation of change solutions for public bureaucracies. *The Public Manager*.

Session 14: Change and Leadership in Action

- Bolman:
 - Chapter 15 Integrating Frames for Effective Practice
 - Chapter 20, Bringing it all Together: Change and Leadership in Action

Assignments

Students are expected to complete the assignments based on the same public or nonprofit agency, of the student’s choosing.

10% Environmental Analysis: Describe the general and task environmental ecology of your agency.

15% Framing Analysis: Structure of your agency in terms of its types of work, specialization, technology, and coordination. Based on this information, address which of Mintzberg’s five organizational forms your agency resembles.

15% Human Resource Analysis: Describe the strategies your agency uses to manage its staff

from the standpoint of Maslow's hierarchy, and McGregor Theory X and Y. Describe the extent to which this agency relies on a classical management versus a neoclassical approach to staff management.

15% Political Analysis: Describe the power, decision making, and sources of conflict in your agency.

15% Cultural Analysis: Describe the culture of your agency using Schein's (1992) organizational culture model. Also, give your sense for how this agency socializes its employees to accept its cultural values.

Organizational Change Analysis Project (20%)

"What's the problem? What's your solution?"

Your assignment is to write a short analysis of a problem in an organization with which you are familiar and to make recommendations, based upon the material presented, to address the problem.

Assume that you are an assistant to the director who has been asked to think about the problem facing the organization and to offer some "creative problem-solving ideas" towards a solution.

The assignment will be done in two stages:

Assignment Stage 1: You will be paired with a partner in class in order to share ideas and approaches as you each work on your own respective assignments. There will be time in the class sessions to work on your assignments. Each of you will submit your own, individual, assignment. In Stage 1, you will draft a description of the problem and apply two of the organizational lenses as follows:

Describe the managerial problem the organization is dealing with. BE SPECIFIC. You might want to consider WHY the problem exists and persists. Note if there have been attempts to rectify the problem in the past and, if so, WHY did they fail? Apply at least two of the organizational "lenses" that were discussed in this module (Organizations as mechanisms, Organizations as political structures, or Organizations as cultures) to think about the problem in the organization. Summarize the major point(s) that come out of applying the lenses.

You will send this draft to your partner by [Saturday, January 25, 11:59 p.m.]. Your partner will read your draft and return it to you with constructive comments and suggestions by [Tuesday, January 28, 11:59 p.m.].

The Stage 1 draft should be no more than 5 pages, double-spaced, 12-point font, Times New Roman, 1-inch margins. Please use citations as appropriate.

Assignment Stage 2: Revise your draft from Stage 1 as you deem appropriate in light of the comments from your partner. After the last week of the module, add a section to the memo that makes one or more recommendation(s) about how to address the problem. Be candid about the

challenges the organization might face in implementing the recommendation(s)—and why.

The Stage 2 assignment (revision of Stage 1 plus recommendation(s)) should be no more than 8 pages with the same formatting as in Stage 1. Email the Stage 2 assignment to Susan and Chris by Thursday, February 6, on Laulima. Use at least 4 citations. Section headings are always a good idea to help you structure your paper.