

SYLLABUS: PAD 6106  
Organization and Administrative Behavior

Fall 2002  
Room: 420 Tower  
Time: Wednesday 7-9:50 pm

Dr. Farazmand, Professor  
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Tel.:(954)762-5606/5650  
OH: W, Th: 5-7 pm  
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Course Description and Objectives:

The objectives of this course is to systematically study the changing perspectives on complex organizations and on administrative behavior. This course is designed to provide students with theoretical perspectives which will be useful in understanding the significance of organizations in society and in analyzing and solving managerial problems in government and nonprofit sectors. Public organizations will be examined from both macro and micro perspectives. By the end of the course students should have an adequate understanding of the following:

1. the nature and significance of modern organizations;
2. the differences and similarities between public, private, and nonprofit organizations;
3. theory and organization/administrative theory and Behavior;
4. classical/formal or functional/structural theory of organization; Marxist theory of org. and of alienation;
5. neo-classical, human relations, and systems theories of org.;
6. contemporary theories of organization: contingency theory, market theory, critical theory, institutional theory, garbage-can theory, chaos and transformation theories, elite theory, etc.;
7. implications of organization theories for public managers;
8. bureaucracy and public administration, and alternatives to bureaucracy and bureaucratic design;
9. bureaucracy, public policy, politics, and public management;
10. organization-environment interface;
11. technology and structure;
12. organizational effectiveness;

13. organization-individual interface;
14. the concept of administrative state;
15. power and politics in organizations;
16. organization design;
17. organization change and development.
18. TQM and Quality Performance in public organization.

**Texts:**

**Required:**

1. Farazmand (2002). *Modern Organizations: Theory and Practice*, 2<sup>nd</sup> edition. Westport, CT: Praeger/Greenwood Press).
2. Rainey, *Understanding and Managing Public Organizations* , Second Edition, (San Francisco, CA: Jossey Bass, 1997).
3. *Public Organization Review: a Global Journal*, Vol. 1 (1), Vol. 2 (1).

**Optional To Purchase** (but Required Reading):

- 4) Michael Milakovich, *Improving Service Quality: Achieving High Performance in Public and Private Sectors* (Delray Beach, FL: St. Lucie Press, 1995). (**A copy on Library Reserve**)

**Recommended for Optional Readings, except for those with \* sign, in which select readings are required; these books are on library reserve:**

- Robert Denhardt, *Theories of Public Organizations*, 3<sup>rd</sup> ed. (Belmont, CA: Wadsworth Publishing Co., 1999).
- Jay Shafritz and Steven Ott, *Classics of Organization Theory* 4th Ed. (Pacific Grove, CA: Brooks/Cole, 1996)--Highly Recommended.
- Ali Farazmand, ed. (1994) Handbook of Bureaucracy (NY: Marcel Dekker, 43 chapters/700 pages).
- Michael Harmon, Responsibility as Paradox (Thousand Oaks, CA: Sage, 1995).
- H. Gorthner, J. Mahler, and J.B. Nicholson, Organization Theory : A Public Perspective (Pacific Grove, CA: Brooks/Cole, 1989).
- Richard Scott, Institutions and Organizations. Thousand Oaks, CA: Sage Publications, 1995.
- L. Hill, ed. The State of Public Bureaucracy NY: M.E. Sharpe, 1995.
- Richard Stillman II, The American Bureaucracy Chicago: Nelson Hall, 1997?
- David Boje et al. Eds., Postmodern Management and Organization Theory. Sage, 1996.
- Martin Chemers, et al, eds. Diversity in Organizations Sage, 1995.
- Stewart Clegg, et al, eds., The Handbook of Organizational Studies Sage, 1996.

- R. Hall, Organizations: Structures, Processes, and Outcomes, 5th edition. NJ: Prentice-Hall, 1991.
- Hult and Walcott, Governing Organizations Brooks/Cole, 1990)
- P. Connor and L. Lake, Managing Organizational Change Westport, CT: Praeger, 1994).
- Charles Heckscher and Anne Donnellon, eds. The Post-Bureaucratic Organization (Sage Publications, 1994).
- Banner, Gange, and Culbert, Designing Effective Organizations Sage Publications, 1994).
- Charles Perrow, Complex Organizations: A Critical Essay, 2nd edition (Glenview, IL: Scott Foresman, 1986
- F. Thayer, An End to Hierarchy and Completion: Administration in the Post-Affluent World, 2nd edition (NY: Franklin Watts, 1981).
- \* Fisher and Sirianni (eds.), Critical Studies in Organization and Bureaucracy (Philadelphia: Temple University Press, 1984).
- Ralph Hummel, Bureaucratic Experience, 2nd ed.(NY: St. Martin's Press, 1982).
- William Scott and David Hart, Organizational Values in America (Transaction Publishers, 1990).
- Herbert Kaufman, The Limits of Organizational Change (New Brunswick, NJ: Transaction Publishers, 1994).
- John Burke, Bureaucratic Responsibility (Baltimore: The Johns Hopkins Press, 1988).
- \* Barry Bozeman and Jeffrey Strussman, eds. New Directions in Public Administration (Monterey, CA: Brooks/Cole, 1984).

Reserved Readings: The third book, Improving Service Quality by Milakovich will be put on reserve in the Boca Library. In addition, the books marked with the \* sign are placed on reserve at the BCP Library; several required readings are drawn from these books. Students are also expected to consult with the current issues of Public Organization Review; Public Administration Review, Administration & Society, Organizational Studies, International Journal of Organization Theory and Behavior, and other related journals listed on the last page of this syllabus.

Requirements:

		<u>Due Dates</u>
Mid-term exam	25%	October 9
Final Exam; take home	25%	Due December 12
Class Participation	20%	All sessions
Paper Assignment	30%	November 27

Exams: Two essay examinations will be given, a mid-term (**October 9**) and the final take-home (**due December 12**). Each will be worth 25 percent of the course grade. Choices will be provided in the in-class exam.

Class Participation: All students are required to take an active part in class discussions throughout the course. Participation requires advance preparation, and attendance is therefore very important. As an important part of class participation, students will be assigned specific chapters and articles for class presentations and discussions. These presentations will take place during the month of November meetings. Also, students are expected to present their papers to class at large. This will be done in three parts: first the chosen topic **by September 18**, then the progress report **on October 16**, and the paper presentation itself on **November 20, 27, December 4**. Missing more than three (3) three-hour sessions will automatically have a negative effect on the final grade.

Term Paper: All students are required to prepare and submit by **November 27 or earlier** a well researched, well organized, and well written paper of about 25 pages, double-spaced. The paper should relate theory to application: adequate research done on a particular topic, approved by the instructor in advance, then applied to a particular organization in which you have worked or are working, local, state, or federal. If applied paper is not applicable, a library research paper will be acceptable. The APA/APSA/ASPA style must be followed in writing the paper. Details will be given during the first meeting of the course. The paper is presented on dates listed above.

Teaching Methods: This is a seminar on organization theory and administrative behavior. A combination of lectures, questions and answers, general class discussions, small group discussions, and class presentations by students will be used in this course.

### Topics and Readings

Session 1-August 28

Introduction: Course Overview and Requirements; Significance of Modern Organizations.

Readings/Assignment: Farazmand, "Introduction"

Lecture Notes

In-Class Assignment/Exercise on "Bureaucracy"

Roger Wettenhall, "Public Or Private?"

Public Corporations, Companies and the Decline of the Middle Ground" *Public Organization Review* Vol. 1 (1)/March: 14-40.

Session 2-September 4

The Context Public Organizations and Management; Public vs. Private Organizations; Organization-Environment Interface, Politics,

Technology, Economics, etc.

Readings/Assignment:

Farazmand, chap. 1  
Rainey, Introduction, Chapters 1-4  
*Public Organization Review*, Vol. 1, issue # 1 Entire  
\*Rainey, Backoff, and Levine, "Comparing Public and Private Organizations," *Public Administration Review* March/April 1976: 233-244;  
\*Graham Allison, "Public and Private Management: Are they Fundamentally Alike in All Unimportant Respects?" and Douglas Yates, "Management in Public and Private Organizations: Similarities and Differences" in Bozeman and Strussman.

Rainey, Pandey, and Bozeman, "Research Note: Public and Private Managers' Perceptions of red Tape," *PAR* 55(6) Nov./Dec. 1995: 567-574.  
Bozeman, *All Organizations Are Public*

Session 3-September 11

Organization Theory: Marx Theory of Organization and Alienation Classical and Neoclassical; Bureaucracy and Bureaucratic Theory; Systems and Contingency Theories; Market Theory; Organizational Humanism; ...

Readings/Assignment: Farazmand, Chapter 2

Denhardt, Chapters 1-4  
Shafritz and Ott, Chapters 1-12 (choose any 5)  
\*Weber, "Bureaucracy," \*Marx, "The Spirit of Bureaucracy and Beyond Bureaucracy" and \*Blau and Mayer, "Why Study Bureaucracy?" in Fischer and Sirianni (1984).  
\*Jerald Caiden, "Excessive Bureaucratization: The J-Curve Theory of Bureaucracy and Max Weber Through the Looking Glass," in Farazmand, ed. *Handbook of Bureaucracy*, chap. 3/29-40.

Leivesley et al, "Max Weber: Victim of Ethnocentric Mishandling, Or How Weber Became a Management Consultant," in Farazmand, ed. *Handbook of Bureaucracy*, chapter 4/41-64.  
Downs, *Inside Bureaucracy*

Group Exercise

Session 4-September 18

Contemporary Organization Theories: Critical and Interpretive Theories; ....

Readings/Assignment: Farazmand, Chapter 2 (continued), Chapter 3  
\*Fischer, "Ideology and Organization Theory" in  
Fischer and Sirianni

Shafritz and Ott, Chapters 13-17, 23-29  
Gale Miller and James Holstein, *Constructionist Controversies*  
Thayer, *An End to Hierarchy and Competition*  
Norton Long, "Public Policy and Administration: The Goals of Rationality and Responsibility," *Public Administration Review* 56(2)March/April 1996: 149-151.  
Group Exercise

Session 5-25

Emergent Organization Theories: Garbage-Can Model, Institutional Theory, Chaos theory, and Elite Theory

Readings/Assignment: Farazmand, Chapter 3-4; plus supplementary Lecture from the forthcoming second edition of the book.

\*Farazmand, "The Elite Question: Toward a Normative Theory of organizational Elite," *Administration & Society* 31/July: 321-360.

Jean Mercier and Robert McGawen, "The Greening of Organizations," *Administration & Society* Vol. 27 (4)/Feb. 1996, pp. 459-482.  
Scott and Hart, *Organizational Values of America*  
William Domhoff and Thomas Dye, eds., *Power Elites and Organizations*

Session 6-October 2

Administrative State and Bureaucracy; Bureaucracy and Democracy; Alternatives to Bureaucracy

Readings/Assignment: *Public Organization Review*, Vol. 2, issue # 1

\* Farazmand, "Crisis in the US Administrative State," *Administration & Society* Vol. 21 (2)/August 1989: 173-199.

Koven, "The Bureaucracy-Democracy Quandrum: AN Inquiry into the Labyrinth" and \*Fred Riggs, "Bureaucracy: A Profound Puzzle for Presidentialism," in Farazmand, *Handbook of Bureaucracy*, chaps. 6-7, pp. 70-148.

\*Waldo, "Bureaucracy and Democracy: Reconciling Irreconcilability?"

Larry Hill, *The State of Public Bureaucracy*

J.Q. Wilson, *Bureaucracy*

Goodsell, *The Case for Bureaucracy*

\*Public Administration Review Volume 56(3) May/June 1996: 222-299 (entire symposium issue on "Reinventing Government"); Fred Riggs, "Modernity and Bureaucracy," *PAR*, Vol. 57 (4), July/August, 1997, pp. 347-353.

\*The Articles on Waldo Symposium in *Public Administration Review*, Vol. 57 (3) May/June 1997, especially articles by Kenneth Meier: "Bureaucracy and Democracy," pp. 193-199; Schneider, Jacoby, and Coggburn, "The Structure of Bureaucratic Decisions in the American States," pp. 240-249.

Session 7-October 9

Public Organization Design, Reorganization, and Reform of Government: Key Dimensions of Structure, Design, Technology, Strategy, and Decision-Making

Readings/Assignment: Rainey, Chapters 6-8

Farazmand, chapters ? ?

\*Davis, "Evolving Alternative Org. Design" and Ouchi and Jaeger, \*"Type Z Organizations" in Bozeman and Strussman

Farazmand, Handbook of Bureaucracy, chaps. 10-13.

Shafritz and Ott, Chapter 43

Daniel Robey, *Designing Organizations*

David Banner, *Designing Effective Organizations*

Group Exercise

**Mid-term Exam**

Session 8-October 16

Organization/Administrative Reform Continued; Organization-Individual Interface: Organizational Culture, Politics, Conflict, Burnout, Motivation, Work Attitudes, and Leadership

Readings/Assignment: Farazmand, chapters 5-6, ?, ?, ?

Rainey, Chapter 5, 9-12

\**Public Organization Review*, Vol. 1 (1), 2001).

Dean Yarwood, "Humor and Administration: A Serious Inquiry into Unofficial Organizational Communication," *PAR* 55(1) Jan./Feb. 1995: 81-90.

Steven Ott, *Organizational Culture Perspective*

Shafritz and Ott, Chapters 35-43 (choose any four for group exercise)

Ralph Hummel, *Bureaucratic Experience*

Walker, *Changing Organizational Culture*  
Trice and Beyer, *The Cultures of Work Organizations*  
Jay White, "The Unconscious Life of Organizations, A  
Review Essay," *PAR*, Vol. 57 (4) July/August 1997,  
pp. 358-360.

**Paper Progress Report**

Session 9-October 23

Organizational Effectiveness, Organization Change and Development;  
and Public Administration; Chaos Theory Revisited

Readings/Assignment: Rainey, Chapters 13-14

\*Arthur Goldsmith, "Institutions and Planned  
Socioeconomic Change: Four Approaches," *Public  
Administration Review* 52(6)Nov./Dec. 1992: 582-587.

Robertson and Seneviratne, "Outcomes of Planned  
Change in the Public Sector: A Meta-Analytic  
Comparison to the Private Sector," *PAR* 55(6)  
Nov./Dec. 1995: 547-558.

Golembiewski, *Humanizing Public Organizations*

Crozier, *Strategies for Change*

Deer, *Organization Change and Development*

Conner and Lake, *Managing Organizational Change*

Group Exercise

Session 10-October 30

Presentations of Chapter Assignments On: Total Quality Management  
(TQM) and Public Organizational Productivity, and Performance

Readings/Assignment: Milakovich, Chapters 1-9

Evan Berman and J. West, "Municipal Commitment to  
Total Quality Management: A Survey of Recent  
Progress," *PAR* 55(1) January/February 1995: 57-66.

Dean and Evans, *Total Quality*

\*Ted Poister and Richard Harris, "The Impact of TQM  
on Highway Maintenance: Benefit/Cost  
Implication," *PAR* Vol. 57: 4, July/August 1997, pp.  
294-302.

William Rago, "Struggles in Transformation: A Study  
in TQM, Leadership, and Organizational Culture,"  
*Public Administration Review* 56(3)May/June 1996:  
227-234.

\*Laura Wilson and Robert Durant, "Evaluating TQM:  
The Case for A Theory-Driven Approach," *Public  
Administration Review* 54(2)March/April 1994: 137-  
146.

Chapter presentations

Session 11-November 6  
Chapter Presentations Continued;

Session 12-November 13  
Chapter Presentations Continued

Session 13-November 20  
Term Paper Presentations

Session 14-November 27  
Term Paper Presentations Continued  
**Term Paper Due** (no exception, please)

Session 15, December 4  
*Term Paper presentations...continued*

Session 16-December 11  
**Final Essay Exam Due; Conclusions**

### **Select Journals**

Public Organization Review: a Global Journal

Public Administration Review

Administration and Society  
Administrative Science Quarterly

American Behavioral Scientist

American Journal of Sociology

American Political Science Review

American Sociology Review

International Journal of Organization Theory and Behavior

Journal of Organizational Studies

Public Administration Quarterly

Public Administration and Management: An Interactive Journal

A comprehensive and up-to-date list of bibliographic sources of the

field is provided at the end of the Chapter 1 in Farazmand, Modern Organizations (Praeger, 1994).