Florida Atlantic University
School of Public Administration

SYLLABUS: PAD 6106
Organization and Administrative Behavior

Fall 2002                          Dr. Farazmand, Professor
Room: 420 Tower                    Office: HEC 1009-F
Time: Wednesday 7-9:50 pm          Tel.: (954) 762-5606/5650
                                      OH: W, Th: 5-7 pm
Or by appointment and by
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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 bureaucratic 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:


Optional To Purchase (but Required Reading):


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


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:**

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Due Dates</th>
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<tr>
<td>Mid-term exam</td>
<td>25%</td>
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<tr>
<td>Final Exam; take home</td>
<td>25% Due December 12</td>
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<tr>
<td>Class Participation</td>
<td>20% All sessions</td>
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<tr>
<td>Paper Assignment</td>
<td>30% November 27</td>
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**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”

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

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)

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

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.

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
  *Waldo, “Bureaucracy and Democracy: Reconciling Irreconcilability?”
Larry Hill, The State of Public Bureaucracy
J.Q. Wilson, Bureaucracy
Goodsell, The Case for Bureaucracy


Session 7-October 9
Readings/Assignment: Rainey, Chapters 6-8
Farazmand, chapters ?
*Davis, "Evolving Alternative Org. Design" and Ouchi and Jaeger, *"Type Z Organizations" in Bozeman and Strussman
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

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

**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

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
Dean and Evans, Total Quality

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-December11
**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).