

**COURSE SYLLABUS**  
**POLS 5410 – Administrative Behavior and Theory of Organizations**  
**Fall 2017**

**Instructor Information:**

**Instructor:** Dr. Justin Piccorelli

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**Office Hours:** Tues. & Thurs. 12:30-2pm

**Course Information:**

*Video: Thursdays on 9/7, 10/5, 10/19, 11/2, and 11/30 from 4-6:50pm in A&S 226*

*Weekends: September 22<sup>nd</sup> and 23<sup>rd</sup>, and December 8-9<sup>th</sup>, Friday from 4-10pm, and Saturday from 8am-5pm, in Room A&S 226.*

*Offsite Information for 5 video sessions: Install zoom web-conferencing software from ([www.zoom.us](http://www.zoom.us)) and create user account, enter ZOOM Meeting ID: 984-119-3724 (please refrain from testing ID until class)*

**Prerequisites:** *Student admitted to the MPA program, or formal Consent of MPA director, POLS 5000*

**Course Description:**

POLS 5410 is "an advanced course in the theory of organization and the workings of public agencies" (Course Catalog, 2015).

**Disability Statement:**

"It is University of Wyoming policy to accommodate students, faculty, staff, and visitors with disabilities. If you have a physical, learning, sensory, or psychological disability and require accommodations, please let me know as soon as possible. You will need to register with University Disability Support Services (UDSS) in the Student Educational Opportunity offices, Room 330 Knight Hall, and provide UDSS with documentation of your disability" (University of Wyoming, 2015)

**Objectives/Outcomes/Standards:**

- Better understand different ways of viewing the world (logics) and how these manifest themselves within organizations through action
- Recognize the complex relationship between organizational pursuits (i.e. material gains) and individual pursuits, and the impact on organizational life
- Understand the difference between organizations as machines or an entity of humans and some of the different approaches toward running organizations and giving orders\
- Think more deeply about the relationship (which is self-reinforcing) between systematic thought and bureaucracy
- Think critically about the concepts of individual freedom and consciousness in an organization and their impact on the field of public administration (Piccorelli, 2016)

**Text(s) and Readings:**

Morgan, Gareth (2006). Images of Organizations. Sage Publications. ISBN-13: 978-1412939799, ISBN-10: 1412939798, Edition: Updated

Additional Readings are/will be provided

**Course Requirements/Assignments:**

There are a total of three shorter assignments (i.e. essays). A couple of them will provide you with the opportunity to apply some of the materials addressed in class to some of your own experiences in an organization or workplace. In this way they will ask you to reflect on your own experiences and hopefully allow for a new understanding to emerge from your analysis.

For the final paper you will be asked to identify a substantial organizational issue that has occurred between one or more individuals or groups of people, propose two solutions using two different ways of thinking from class and your course materials. The paper should explain these different ways of thinking in depth so as to demonstrate your understanding of each (this analysis will help to ground your argument). It will also ask you to place and defend each way of thinking's philosophy of knowledge (which will be explained). Further, you will make a recommendation as to which particular way of thinking you deem appropriate and explain the implications for public administration.

All of your assignments, including the final paper will be posted and submitted through WyoCourses. This ensures some level of fairness for outreach students and provides a place for electronic feedback. Please be sure to see the detailed comments and written feedback within WyoCourses.

**Grading Standards:**

Grading Breakdown:

Participation: 10%

Assignments: 45%

Final Paper (acts as exam): 45%

Grading Scale:

A = 100 – 90

B = 89 – 80

C = 79 – 70

D = 69 – 60

F = 59 and below

Late Assignments:

1 day late = 10% reduction

2 days late = 20% reduction

3 days late = 30% reduction

Beyond 3 days late (72 hours) = Not accepted

**Attendance/Participation Policy:**

University sponsored absences are cleared through the Office of Student Life. If you have a legitimate reason for missing class (i.e. mental or physical issue that is empirically verified by a doctor's note) then appropriate arrangements can be made to make up the work. This requires you to notify me of your absence and condition as soon as possible, and it also requires you to take the necessary other steps to become caught up, like obtaining notes from a classmate, and bringing a set of specific questions to office hours that are related to the material.

Participation is closely related to being present, but also requires more than being a silent fixture in your chair, or writing endless comments and questions online. It requires you to make thoughtful questions and comments that are directly related to the course materials and hopefully enrich the learning process for others. These contributions should also help to keep discussion civil and avoid personal attacks on others.

It is particularly difficult to participate in this manner if you do not read the material, are not well rested, or are distracted by online shopping. In other words you should not only read the material and spend some time reflecting on it, but you should also focus on listening to others (even when reading), i.e. good communication. To do well in terms of participation you should listen to lectures, complete the readings, and be prepared to discuss the material at each class.

Students are required to access their university email—it is an official means of communication and often used for announcements related to the class. Please only email me from your university email so that I can be compliant with FERPA guidelines.

Students must also be mentally present during lectures, including, but not limited to, avoiding the use of cellphones

### **Writing Center:**

Students are encouraged to visit the university's writing center for general support and guidance. I highly encourage you to visit the center often and throughout the semester. The writing center is an invaluable resource to the college that all students (regardless of ability) ought to utilize. Writing is an ability that is developed over a lifetime and something that you should practice daily. In light of this you should make an effort to be proactive concerning your ability to write, and when possible, less reactive. Hours and contact information for the writing center are posted here: <http://www.uwyo.edu/ctl/writing-center/>

### **Academic Honesty:**

UW Regulation 6-802. "The University of Wyoming is built upon a strong foundation of integrity, respect and trust. All members of the university community have a responsibility to be honest and the right to expect honesty from others. Any form of academic dishonesty is unacceptable to our community and will not be tolerated [from the University Catalog]. Other University regulations can be found at: <http://www.uwyo.edu/generalcounsel/new-regulatory-structure/index.html>" (UW Registrar, 2015). The penalty for academic dishonesty, which includes plagiarism, will be a grade of "F" on the corresponding assignment.

### **Student Conduct:**

For guidelines on appropriate student conduct in an out of class (as online forums are still considered related to class) you are encouraged to visit the Arts and Sciences' webpage for a brief summary: <http://www.uwyo.edu/generalcounsel/files/docs/UW-Reg-8-30.pdf>

### **Sources:**

Anyone can make a Wikipedia entry. Intelligence and validity are not prerequisites to alter the site—only a computer, valid email address and access to the internet are required. In light of this Wikipedia is very different from a scholarly book, peer-reviewed journal article, or even newspaper. These sources can be considered primary, secondary, or tertiary, while Wikipedia does not fall into any of these categories. Being a good researcher in a world with so much information requires you to be able to discern which sources are credible, and what a particular source might be appropriately used for. In this respect your judgment of the sources and quality therein determines the quality of your argument. You should always be wary of search engine results given that the order is determined by popularity, not credibility. **Further, given that Wikipedia is actually written according to popularity it cannot be used or cited unless Wikipedia and its impact on society are the very subjects of your paper.**

## Course Outline:

Day 1 (September 7<sup>th</sup>): Introduction to Course and one another

Readings: Morgan-Introduction

Days 2 & 3 (September 22<sup>nd</sup> and 23<sup>rd</sup>): Scientific Management, Beyond the Carrot, and Group Activity

Readings: Morgan: Ch. 2 & 3, and Taylor (Scientific Management, 1910):

<http://nationalhumanitiescenter.org/pds/gilded/progress/text3/taylor.pdf>,

Abraham Maslow (1943):

<http://mcv.planc.ee/misc/doc/filosooia/artiklid/Abraham%20H.%20Maslow%20-%20A%20Theory%20Of%20Human%20Motivation.pdf>,

and Douglas McGregor (1957):

<http://www.kean.edu/~lelovitz/docs/EDD6005/humansideofenterprise.pdf>

Day 4 (October 5<sup>th</sup>): The Organization as a Cave

Readings: Morgan: Ch. 7 & 9, Erich Fromm (p. 3-20, and p.172-8):

<https://historicalunderbelly.files.wordpress.com/2012/12/erich-fromm-the-sane-society.pdf>, and

Plato: <https://www.youtube.com/watch?v=N6LUptADlww>

**1<sup>st</sup> Paper Due October 5<sup>th</sup> at 4pm**

Day 5 (October 19<sup>th</sup>): Organizational Learning, Social Networks, and Organizational Freedom

Readings: Morgan: Ch. 4 & 5, Zingale and Piccorelli (2013, "Chains of Freedom...", Administrative Theory and Praxis), Could be Zoom Only this day

**2<sup>nd</sup> Paper Due October 19<sup>th</sup> at 4pm**

Day 6 (November 2<sup>nd</sup>): Logics and Organizations

Readings: Morgan: Ch. 6 & 8, and Norma Riccucci (2010, *Envisioning Public Administration as a Scholarly Field in 2020*, *Public Administration Review*)

**3<sup>rd</sup> Paper Due November 2<sup>nd</sup> at 4pm**

Day 7 (November 30<sup>th</sup>): The Organization and Bureaucratic Machine

Readings: Morgan: Ch. 9 & 10, and Ralph Hummel (*Behind Quality Management, Organizational Dynamics*), Additional Reading to be provided (Piccorelli and Elias, 2018)

Days 8 & 9 (December 8<sup>th</sup> and 9<sup>th</sup>): Moving Forward

Readings: Morgan: Ch. 11 & 12, Mary Parker Follett, "Giving of Orders" (see p. 50 of her book *Dynamic Administration*- <http://mpfollett.ning.com/mpf/follett-writings>)

**Final Paper Due on December 14<sup>th</sup> at 11:59PM**

The instructor may make changes to the syllabus as the course proceeds. If necessary, these changes will be announced in class. Substantive changes made to the syllabus shall be communicated in writing to the students.