



FALL 2024

## PA 6320.502 ORGANIZATIONAL THEORY

### COURSE SYLLABUS

**Class Meetings:** Thursdays, 7:00–9:45 PM  
**Instructor:** Dr. Memduh Tura  
**Course Location:** GR 4.208  
**Contact:** (email only): [memduh.tura@utdallas.edu](mailto:memduh.tura@utdallas.edu)  
**Office Location:** Green Hall 3.108B  
**Office Hours:** by appointment

### COURSE DESCRIPTION AND OBJECTIVES

#### **Description:**

This course explores the foundational theories and contemporary developments in organizational theory. It examines how organizations function, how they are structured, and how they interact with their environments. Organizational theory is the study of how people act in organizations and how the organizations themselves behave. Successful organizations continuously learn, adapt, and respond to the diverse needs of their employees and external environment.

The course will cover classical, neo-classical, and modern organizational theories, as well as human resource theory, systems theory, and the role of power and politics within organizations. Readings will draw from leading scholars across various disciplines to shed light on the historical development and contemporary approaches to organizational theory. By the end of this course, students should have a basic understanding of the concepts,

goals, benefits, and limitations of prominent organizational theories in public administration.

### **Objectives:**

By the end of this course, students will be able to:

1. **Understand and explain** key organizational theories.
2. **Analyze** organizational structures and behaviors using theoretical frameworks.
3. **Evaluate** the implications of organizational theories in public management and policy contexts.
4. **Apply** organizational theory to real-world case studies and scenarios.
5. **Synthesize** important components of organization, leadership, and management, such as change, culture, motivation, and strategic decision-making.
6. **Integrate** current knowledge and managerial thinking on topics covered in the course.
7. **Engage** in discussions and exercises to demonstrate practical application of course topics and mastery of written communication skills.

### **Expectations:**

Students are expected to:

- **Actively participate** in class discussions.
- **Complete** readings, presentations, and exam assignments on time.
- **Engage** critically with the course materials.
- **Demonstrate** a sense of how to apply theoretical concepts in practice.
- **Submit** work of master-level quality.

## **COURSE REQUIREMENTS**

### **Required Reading**

1. *Shafritz, Jay M., J. Steven Ott, and Yong Suk Jang. (2016, 8th ed.). Classics of Organization Theory. Belmont, CA: Thomson-Wadsworth.*

2. *Tompkins, Jonathan. (2004). Organization theory and public management. Wadsworth Publishing Company*

Books can be ordered from Amazon and UTD Bookstore.

## **GRADING:**

### **1. Class Attendance Participation (% 10)**

Active participation is crucial for a comprehensive understanding of organizational theory. This component of the grade is based on the student's presence in class and their engagement in discussions. Participation involves contributing thoughtful comments, asking questions, and engaging with your peers' perspectives.

### **2. Case Study Group Discussion (% 10)**

For this course, students will be divided into small groups, and each group will be assigned a case study topic at least one month before the discussion date. This project involves several key steps:

- **Research and Preparation:** Each group will thoroughly research their assigned case, identifying the relevant organizational theories and their application to the case.
- **Collaboration:** Group members will collaborate to analyze the case, discuss different perspectives, and synthesize their findings into a coherent presentation.
- **Presentation:** On the scheduled discussion day, each group will present their case study to the class. Presentations should clearly articulate the key issues, theoretical frameworks, and practical implications.
- **Discussion:** Following the presentation, the group will lead a discussion, engaging with questions and feedback from other students and the professor.

### **3. Short Presentations (% 40)**

Each student is required to deliver **two short presentations** during the semester, based on chapters of the assigned textbooks. These presentations are designed to deepen their understanding of specific organizational theories and to develop their skills in articulating and critiquing theoretical concepts.

- **Topic Selection:** Presentation topics and schedules will be determined in the first week of the course, in consultation with students. Each topic will align with the weekly course content.

- **Presentation:** Each presentation should last a minimum of **20 minutes** and provide a comprehensive overview of the assigned topic. Students should cover key theories, critical arguments, and relevant examples from books.

#### **4. Take Home Exams (% 40)**

There will be **two take-home exams** (short answer/essay) covering selected topics. The examinations are designed to test the student's ability to understand and critically evaluate the reading, lecture, and discussion materials covered until exam time. The examinations will be assigned to students by e-learning on 10 October and 5 December. Students will have **48 hours** to submit their answers via e-learning.

#### **Mobile Phone Usage:**

To ensure that students remain focused and engaged with the course material, all mobile devices should be turned off or, at a minimum, set to silent mode. If it is necessary to answer a phone call, please step outside the classroom and return only after the call is completed.

#### **ACADEMIC SUPPORT RESOURCES**

The information contained in the following link lists the University's academic support resources for all students. Please go to <https://www.utdallas.edu/academics/academic-resources/> for these policies

#### **UT DALLAS SYLLABUS POLICIES AND PROCEDURES**

The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus. Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

**WEEKLY TOPICS**

#	WEEK	TOPICS	NOTES
1	22 August	Introduction & Syllabus Review	
2	29 August	Classical Organizational Theory	<p>Shafritz, Ott &amp; Jang pages Chapter 1 (5, 6, 7 and 8)</p> <p>Pages 32-39 and 53-92</p> <p>Classical Organizational Theory (pages 32-39)</p> <p>General Principles of Management by Henri Fayol (pages 53-65)</p> <p>The Principles of Scientific Management -Frederick Winslow Taylor (pages 66-77)</p> <p>Bureaucracy -Max Weber (pages 78-83)</p> <p>Notes on the Theory of Organization- Luther Gulick (pages 84-92)</p>
3	5 September	Classical Organizational Theory (Continued)	<p>Tompkins (Chapters 4, 5 and 6)</p> <p>Chapter 4 Max Weber's Theory of Bureaucracy</p> <p>Chapter 5. Scientific Management Theory: Frederick W. Taylor</p> <p>Chapter 6. Administrative Management Theory: Fayol,</p>

			Mooney, and Gulick
4	<b>12 September</b>	<b>Neo-Classical Organizational theory</b>	<p>Shafritz, Ott &amp; Jang Chapter 2 (9 and 10)</p> <p>Pages 93-96 and 97-115</p> <p>9 –Chester I. Barnard and the Guardians of the Managerial State – William G. Scott</p> <p>10- The Proverbs of Administration – Herbert A. Simon</p>
5	<b>19 September</b>	<b>Neo-Classical Organizational theory (Continued)</b>	<p>Shafritz, Ott &amp; Jang Chapter 2 (11) Pages 116- 125</p> <p>11- Foundations of the Theory of Organizations – Philip Selznick</p> <p>Tompkins, Chapter 9 The Natural Systems Perspective: Chester I Barnard</p>
6	<b>26 September</b>	<b>Human Resource Theory</b>	<p>Shafritz, Ott &amp; Jang Chapter 3 (12, 13, and 14) Pages 126-160</p> <p>12. The Hawthorne Experiments - Mayo</p> <p>13. A Theory of Human Motivation – Maslow</p> <p>14. The Human Side of Enterprise -McGregor</p>

7	3 October	<p><b>Human Resource Theory (Continued)</b></p> <p><b>GROUP STUDY TOPICS BE ASSIGNED</b></p>	<p>Tompkins, Chapters 7, 8 and 13</p> <p>Pre-Human Relations Theory: Mary Parker Follett</p> <p>Human Relations Theory: Elton Mayo and Fritz Roethlisberger</p> <p>Human Resources theory: Douglas McGregor and Chris Argyris</p>
8	10 October	<b>FIRST EXAM</b>	
9	17 October	<b>Modern Structural Organization Theory</b>	<p>Shafritz, Ott &amp; Jang Chapter 4 (16 and 18)</p> <p>Modern Structural Organizational theory – pages 169-172</p> <p>The Concept of Formal Organization- Peter M. Blau &amp; W. Richard Scott</p> <p>Structure in 5's – Henry Mintzberg</p>
10	24 October	<b>Organizational Culture and Change</b>	<p>Shafritz, Ott &amp; Jang Chapter 7 (26)</p> <p>Theories of Organization Culture and Change – pages 292-300</p> <p>The Concept of Organizational Culture: Why Bother? - Edgar H. Schein</p> <p>Tompkins, Chapter 15-The</p>

			<p>Organizational Culture Perspective and Symbolic Management Theory</p> <p>Fernandez, S., &amp; Rainey, H. G. (2006). Managing successful organizational change in the public sector. <i>Public Administration Review</i>, 66(2), 168-176.</p>
11	31 October	<b>Power and Politics Organizational Theory</b>	<p>Shafritz, Ott &amp; Jang Chapter 6 (23, 24, and 25)</p> <p>Power and Organization Theory – pages 245-250</p> <p>The Power of Power: James G. March</p> <p>Power Failure in Management Circuits: Rosabeth Moss Kanter</p> <p>The Power Game and the Players – Henry Mintzberg</p>
12	7 November	<b>CASE STUDY / DISCUSSION</b>	
13	14 November	<b>Systems theory and environment</b>	<p>Shafritz, Ott &amp; Jang Chapter 8 (29 and 32)</p> <p>Theories of Organizations and environments – pages 340-346</p> <p>Organizations and the System Concept: Daniel Katz &amp; Robert L. Kahn</p>

			External Control of Organizations: A Resource Dependence Perspective-Jeffrey Pfeffer and Gerald R. Salancik  Tompkins, Chapter 11 The Open Systems Perspective
14	<b>21 November</b>	<b>Organizational Theory in the Public Sector Context</b>	Tompkins, Chapters 2 and 16  Shafritz, Ott & Jang Chapter 9 (38)
15	<b>28 November</b>	<b>FALL BREAK</b>	<b>**NO CLASS**</b>
16	<b>5 December</b>	<b>SECOND EXAM</b>	

**\*\*\*The descriptions and timelines contained in this syllabus are subject to change at the discretion of the professor.**