

**COURSE SYLLABUS**

Class Meetings: Monday, 7:00–9:45 PM, CB3 1.308  
Instructor: John McCaskill, PhD.  
Office Location: GR 2.204  
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Office Hours: 5:00 PM to 6:30 PM Mondays or by appointment

**COURSE DESCRIPTION AND OBJECTIVES**

This course covers the major topics, issues, and contributions in the literature on organizations and management, with emphasis on applications to government and nonprofit organizations. Class readings draw from leading scholars in a variety of disciplinary traditions in order to shed light on the historical development of the literature. Additionally, the course material will review some of the contemporary approaches to the study of organizations.

**Learning Outcomes. Students will be able to:**

- Expound upon what it means to organize, lead, and manage well.
- Synthesize the important components or dimensions of organization, leadership, and management, such as change, culture, motivation, and strategic decision-making, and develop a sense of how one leads and organizes in relation to those topics – leading change, developing organizational culture, motivating people, designing organizations, leading strategic decisions.
- Integrate the state of knowledge and managerial thinking on these topics and others covered in the course.
- Consider the application of these topics in the public and nonprofit sectors, and deduce the state of knowledge on the implications of location in those sectors.
- Assimilate many important concepts and ideas these topics include, both classical and contemporary, such as span of control, total quality management, organizational culture, reinventing government, NPR, GPRA, the learning organization, goal-setting theory, and many others.
- Engage in discussions and exercises to demonstrate a sense of how to apply in practice the topics and ideas covered in the course.

**Mission**

The Master of Public Affairs (MPA) program advances excellence in public service. The program accomplishes this mission through three sets of activities aimed at preparing its students to serve as capable and ethical stewards of the common good. It imparts essential knowledge, competencies and perspectives to a diverse array of future and current professionals in government and nonprofit organizations. It supports the wider community through in-service professional and leadership training, through policy and management analysis services, and it produces new knowledge through practice-centered research.

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## **COURSE REQUIREMENTS**

**Required Reading.** Required readings for this course are contained in the following books, which have been ordered at the bookstore:

Rainey, Hal G. (2014, 5<sup>th</sup> Ed.). *Understanding and Managing Organizations*. San Francisco: Jossey-Bass.

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

In addition, selected journal articles, book chapters, and case studies may be assigned at the professor's discretion. The journal articles assigned for the semester can be accessed through the UTD Library website (<http://www.utdallas.edu/library>).

**Class Participation.** Each week, the instructor will introduce the subject scheduled for discussion, connect it to broader themes and additional topics to be covered in the course, briefly present some material, and often pose some questions for discussion. However, a major portion of class meetings is devoted to a broader discussion, analysis, and critique of the topics, approaches, and readings under review. Students have the responsibility to contribute to the scholarly interchange during this activity. Accordingly, it is expected that all participants will complete readings on schedule and be prepared regularly to comment on and assist in the analysis of the literature and issues under discussion. To ensure the development of a quality discussion, discussants will be identified in advance for selected readings from the Shafritz et al. text. Students are expected to give a brief presentation on the reading and provide outlines for the instructor and class participants. Later sections of this syllabus identify the readings for each class meeting. Thus, attendance and participation is expected and integral for the full learning experience. More than two absences may affect your final grade.

**Examinations.** There will be two examinations (take-home essay style) 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 during the semester. The examination prompts will appear in eLearning and the completed exams will be submitted in eLearning via the 'Turnitin' portal. The first examination is due March 21 by 11:00 PM Central Time and is weighted at approximately 35 percent of the total grade. The second examination is due April 26 by 11:00 PM Central Time and is weighted at approximately 35 percent of the total grade.

**Grading.** Grading for this course shall be structured as follows: 94-100=A, 90-93=A-, 87-89=B+, 83-86=B, 80-82=B-, 77-79=C+, 70-77=C, Below 70=F. Final grades will be based on

- (1) Performance on the first examination.....35%
- (2) Performance on the second examination.....35%
- (3) Reading Summaries & Presentations.....20%
- (3) Class Attendance and Participation.....10%

**Attendance** is expected as part of this course. If a student must miss class, he or she is responsible for ALL material presented in class. There will be material presented in the classroom that cannot be found in the textbooks or course readings. It is your responsibility to get notes from students after an absence. The class PowerPoint presentations, case studies, and course syllabus are available through eLearning. Note: The course syllabus may be amended at any time by the professor. If necessary, the updated syllabus will be posted on eLearning and its changes discussed in class.

**Late or Missed Work and Exams.** Reading summaries are due at the start of the class session on their due date. Summaries should be submitted via email. Exams should be submitted by 11 pm in eLearning on the due date. If assignments are one day to one week late, 10% will be deducted from the final score. If assignments are one week to two weeks late, 20% will be deducted. Assignments will not be accepted more than two weeks late.

### **GENERAL POLICIES**

For UT Dallas policy related to the following go to: <http://go.utdallas.edu/syllabus-policies>

**Field Trip Policies / Student Conduct & Discipline / Academic Integrity / Email Use / Withdrawal from Class / Student grievance Procedures / Incomplete Grade Policy / Disability Services / Religious Holy Days**

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*These descriptions and timelines are subject to change at the discretion of the Instructor.*

## **TOPICS AND READINGS**

### **January 9**

#### *Class Introduction*

#### *Classical Foundations of Organization Theory*

- Shafritz et al.: Introduction and Readings 2 & 5

### **January 23**

#### *Classical Foundations of Organization Theory*

- Shafritz et al.: Introduction and Readings 6, 7, 8
- Rainey: Chapter 1 and pp. 16-26

### **January 30**

#### *Neo-Classical Perspectives of Organization Theory*

- Shafritz et al.: Readings 10 & 11
- Rainey: pp. 26-31

### **February 6**

#### *Human Resource Theory*

- Shafritz et al.: Readings 12 & 13
- Rainey: Chapters 9 and 10

### **February 13**

#### *Human Resource Theory*

- Shafritz et al.: Readings 14 & 15
- Rainey: pp. 32-52;

### **February 20**

#### *Modern Structural Organization Theory*

- Shafritz et al.: Reading 16
- Rainey: Chapters 11 and 12

### **February 27**

#### *Organizational Culture*

- Shafritz et al.: Reading 26
- Rainey: Chapters 3 and 8
- \*\*Moynihan, Donald P. 2012. "A Theory of Culture-Switching: Leadership and Red Tape during Hurricane Katrina." *Public Administration* 90(4): 851-868
- Exam Review

### **March 6**

- **First Exam Prompt Available**

#### *Systems Theory and Organizational Environment*

- Shafritz et al.: Readings 30, 31, & 32
- Rainey: Chapter 4

## **March 13 - Spring Break!**

### **March 20**

#### *Power and Politics*

- Shafritz et al.: Readings 22 & 25
- \*\*Lindblom, Charles. (1959). "The Science of Muddling Through." *Public Administration Review*. 19(2): 79-88.

### **March 21 First Exam Due**

### **March 27**

#### *Power and Politics*

- Rainey: Chapters 5 and 7
- \*\*Long, Norton. (1949). "Power and Administration." *Public Administration Review*. 9(4): 257-264.

### **April 3**

#### *Organizational Leadership, Innovation, and Change I*

- Rainey: Chapters 6 and 14

### **April 10**

#### *Organizational Leadership, Innovation, and Change I*

- Pfeffer, Jeffrey. 2010. Building Sustainable Organizations *Academy of Management Perspectives*. February: 34-45.
- Rainey: Chapter 13

### **April 17**

- **Second Exam prompt available**

#### *Organizational Leadership, Innovation, and Change II*

#### *Managing Public Organizations in Network Settings*

- \*\*O'Toole, Laurence J. Jr. 1997. "Treating Networks Seriously: Practical and Research-Based Agendas in Public Administration." *Public Administration Review*. 57(1): 45-52.
- \*\*Agranoff, Robert. 2006. "Inside Collaborative Networks: Ten Lessons for Public Managers." *Public Administration Review*. 66(s1): 56-65.

### **April 24**

- \*\*Page, Stephen. 2004. "Measuring Accountability for Results in Interagency Collaboratives." *Public Administration Review*. 64(5): 591-606.
- \*\*Milward, H. Brinton, and Keith G. Provan. 2003. "Managing the Hollow State: Collaboration and Contracting." *Public Management Review*. 5(1): 1-18.

### **April 26**

- **Second Exam Due**