

San José State University
POLS/MPA Program
PADM 217, Organization Theory, Spring 2021

Course and Contact Information

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Office Hours:	Tue & Thur @ 4:00-5:00 PM or by appointment
Class Days/Time:	Tuesdays, 6-8:45 pm
Classroom:	On Zoom (Click this hyperlink)

we use theory as a way to explain the world, and in turn, we use empirical research to extend theory and develop a more complete picture of that world. The hope is that by the end of the course you will come to know many of the core concepts of the field, the basic-building blocks – used to explain why organizations behave as they do – to help you become what is known in the field as a “pracademic,” which is someone who is both an academic and an active practitioner in their subject area. After all, this is the essence of public administration – constant learning for constant improvement of action.

The course is organized as a seminar. Students will be responsible for completing all of the assigned readings and being prepared to **lead** general discussions about the session topic as well as in-depth discussion about assigned articles and readings. In class exercise will re-enforce the concepts discussed, and maximum participation is expected.

Prerequisites

PADM 210

Units 3

Course Goals and Student Learning Objectives

GOAL:

To educate public administration and non-profit professionals in the critical use of theory as it applies to their practitioner and professional careers.

OBJECTIVES:

Through the material in this course students will continue to build capacity in the National Association of Schools of Public Administration and Affairs Core Competencies as a part of their overall goal achievement for the SJSU MPA program.

COURSE CONTENT LEARNING OUTCOMES:

University Learning Goals (ULGs), Program Learning Outcomes (PLOs) & Course Learning Outcomes (CLOs)

The overall course goal is to educate public administration and non-profit professionals in public budgeting, theory, processes, and procedures so they achieve the SJSU University Learning Goals (ULGs) and demonstrate mastery of the NASPAA/SJSU MPA program learning outcomes. Upon graduation, San José State University students

Pearce, Jone L., and Jessica E. Sowa. 2018. *Organizational Behavior: Real Research for Public and Nonprofit Managers*. 1st edition. Melvin & Leigh, Publishers.

Recommended:

Rainey, H. G. (2014). *Understanding and Managing Public Organizations* (5th ed.), San

proposition for use by practitioners. Does a different context challenge the premises of the theory? Can you build on the proposition and make it more general/more specific? What interesting implications does this have for a different theory and for practitioners? In an excellent memo you will come up with a new proposition/hypothesis to test and connect to pragmatic uses of this theory. You should not treat memos as summaries of the readings. The point of doing memos is to force you to think critically and creatively. Rather than learning theories and spitting them out in summaries, the purpose of the memo is to challenge you to think beyond what you read and try to create something new. Ideally, you will use the memos as sounding boards for ideas that you might explore further in a research project such as your master's thesis.

Team Research Project: Annotated Bibliography-

On the first day of class student will form into 4 groups. Each group will be responsible for conducting a comprehensive annotated bibliography the field of organizational theory. An annotated bibliography is a list of citations to books, articles, and documents. Each citation is followed by a brief (usually about 150 words) descriptive and evaluative paragraph, the annotation. The purpose of the annotation is to inform the reader of the relevance, accuracy, and quality of the sources cited. For guidance in critically appraising and analyzing the sources for your bibliography, see [How to Critically Analyze Information Sources](#). For information on the author's background and views, ask at the reference desk for help finding appropriate [biographiBT/F2 12 Tfu2d87\(t\)7\(h\)n6\(n\)-20\(c7\(he\)7\(\)nnot\)7\(a\)7\(rgra\)6\(ph\)y A](#)

Introduction = @ 150-250 words total

Book AB (4-5 Books) = 600 to 750 words total (150 words per book)

4-5 x top Org Theory Journals each (2 article from each journal per group member) = 150 words per annotation (1200 - 1500 words total)

4 x top PA Journals each (2 article from each journal per group member) = 150 words per annotation (1200 - 1500 words total)

Conclusion=150-250 words

Total word count 2,500 to 3,500'ish words. Total word count should be divided by the number of members is in research group

The introduction will introduce the titles of the books and journals and reason for selection. It will provide a description of the leading theme found in synthesis of the references used (be sure to include the ranking of the journal publication the article comes from). Each book and article annotation should include a concise summary of its thesis and key points. The conclusion will describe what the group thinks that the latest trends in research & practice on organization theory are and what affect this will have on public administration practice.

Each group will present and discuss the results of their annotated bibliography research. Groups should plan on taking no more tha 15-20 minutes to present their take on the state of organization theory. The discussion should describe how the literature that teams included in their bibiligraphies relate to the topics discussed in class and how they affect or related to the practice of public administration. Books and articles selected should not be articles or books already assigned in class. If groups select overlapping books or articles (ie more than one group selects the same book/article) the group that follows should only discuss the differences they found.

Individual Research Project:

At the end of the course each student should finish a 10-12-page research project. You have two options depending on where you are in your MPA studies and what your interests are in studying Organization Theory. Your first option is to conduct a research proposal. The research proposal should be more than just an essay. You should seek to confirm theory in the proposal and come up with a plan for carrying out the research and an empirical analysis. The ideal proposal would suggest hypotheses or come up with ways to test theoretical propositions discussed in class, and, more generally, demonstrate a theoretical understanding of the use of organizational theory. Moreover, you should use the proposal to develop an empirical test of your theoretical argument. Lastly, you will need to describe how your proposal will apply to the field of public Administration practice. Although I don't require you to gather data or do an actual analysis, I expect you to think seriously about the kind of data you need, about operationalizing constructs, and about the kind of evidence you need to substantiate your argument. You should not use the research proposal to summarize the material covered in class. Lay out your theoretical argument in the first 5-7 pages of the proposal, and then spend the rest of the proposal discussing details of how you plan to conduct a research project. Some of the readings for the class you will notice include both purely theoretical pieces and empirical studies that test hypotheses. These serve as good examples as you craft your own research ideas. This assignment may be useful to begin thinking about your master's thesis requirement to complete the MPA program. This is not a research paper.

The second option is a research paper. You will take a theme from course (e.g. Organizational Design, Development, Change, Values, Ethics, or Culture –list not exhaustive) and develop a research question that you will then apply to an organization. The organization can be your own that you work for, or it can be one that you select from a deliberate internet search. The task will be to apply the lessons from the course themes to analyze that organization. The research must include (at a minimum) the context and background of the organization, a literature review that depicts the general application of an organization theory to your organization, why you selected the organization, the organizational theory that you will apply in your analysis, your methodology, results, and a discussion of your findings.

On the last 2 days of the course you will present and talk about your research projects. Each student will have time to discuss their work and field questions from the class. The individual research assignment will represent the culminating assessment in lieu of an exam. It will be due on the date that is scheduled this course’s final exam.

Grading Policy

Grade Values

A plus	97 and above
A	94 to 96.99
A minus	90 to 93.99
B plus	87 to 89.99
B	84 to 86.99
B minus	80 to 83.99
C	75 to 79.99
D	70 to 74.99
F	69 and below

Make-up Policy

Serious personal or dependent family illness that can be documented is the only acceptable excuse for not turning in work on time. If you are ill, you will be given a reasonable extension for submission of missing work. **There are no make-ups for missed presentations or in-class case work.** Incompletes are discouraged. If you know you will be absent during a presentation or when an assignment is due, coordinate with your workgroup to make your contribution complete, make a video recording of your individual presentation, or complete the assignment in advance and submit prior to the absence. As with all policies, extreme circumstances may beg for exceptions. Please see me in advance before you miss an assignment. Request afterward, serious personal or dependent family emergency notwithstanding, will not be apBT/F2 12 Tf8d12 792 reW*nBT/F23 33d(d12 792 reW0BT/F2 12 T

PADM 217 / Organization Theory, Spring 2021 Course Schedule

This schedule is subject to change with fair notice through Canvas Announcements.

Week	Date	Topics	Readings * Bold = Everyone reads not bolded = divided equally by class groups
1	Jan 28		

Week	Date	Topics	Readings
			<p>*Bold = Everyone reads not bolded = divided equally by class groups</p> <ol style="list-style-type: none"> 1. Totterdell, Peter, Toby Wall, David Holman, Holly Diamond, and Olga Epitropaki. 2004. "Affect Networks: A Structural Analysis of the Relationship Between Work Ties and Job-Related Affect." <i>Journal of Applied Psychology</i> 89 (5): 854–67. 2. Lambright, Kristina T, Pamela A Mischen, and Craig B Laramee. 2010. "Building Trust in Public and Nonprofit Networks: Personal, Dyadic, and Third-Party Influences." <i>The American Review of Public Administration</i> 40 (1): 64–82. 3. Brews, Peter, and Devavrat Purohit. 2007. "Strategic Planning in Unstable Environments." <i>Long Range Planning</i> 40 (1): 64–83. 4. Hughes, Jonathan, and Weiss, Jeff. 2007. "Simple Rules for Making Alliances work.(Best Practice)." <i>Harvard Business Review</i> 85 (11): 122–6, 128, 130–1 passim. 5. Koza & Lewin "The Coevolution of Network Alliances: A Longitudinal Analysis of an International Professional Service Network." 1999. <i>Organization Science</i> 10 (5): 638–53.
9	Mar 24	<p>Organization Technology, Big Data, Innovation and Change</p> <p>*The "a" Readings deal with Innovation and change.</p> <p>*First Analytical Memo Due. = Sunday 29 Mar 11:59</p>	<p><u>All Read:</u> Daft, Chap. 8 & 11 Group Divided Readings:</p> <ol style="list-style-type: none"> 1. Chary, Meena. 2007. "Public Organizations in the Age of Globalization and Technology." <i>Public Organization Review</i> 7 (2): 181–89. 1a. Fernandez, Sergio and Hal G. Rainey, <i>Managing</i>

Week	Date	Topics	Readings
			<p>*Bold = Everyone reads</p> <p>not bolded = divided equally by class groups</p> <p>4. Vonk, Guido, Stan Geertman, and Paul Schot. 2007. "New Technologies Stuck in Old Hierarchies: The Diffusion of Geo Information Technologies in Dutch Public Organizations." <i>Public Administration Review</i> 67 (4): 745–56.</p> <p>4a. Volberda, Henk W, Frans A.J Van Den Bosch, and Oli R Mihalache. 2014. "Advancing Management Innovation: Synthesizing Processes, Levels of Analysis, and Change Agents." <i>Q</i> <i>Q</i></p>

Week