POSC 3374/MLPOS 5374 Public Organization: Theory and Behavior  
Spring 2017

Dr. Jon R. Taylor  
Meeting Time: 8:10am – 9:00am MWF Malloy Hall, Room 021  
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Office Hours: MW: 7:00am – 8:00am; 9:00am – 5:00pm; TTH: 7:00am – 8:00am and 9:30am – 3:00pm; F: 7:00am – 8:00am; 9:00am – 12:00pm

Required Text:

None – You will provide me with a flash drive. In return, I will provide you with readings, lecture notes, and supplementary materials.

Course Description:

Organizations are the medium through which all work in the public and nonprofit sector occurs (or fails to occur). As such, becoming an effective public service leader fundamentally requires gaining an understanding of the nature of organizations and the factors that influence human behavior within them. Further, public service leaders must know how to leverage these understandings toward the accomplishment of their goals. This course is designed to assist students in building this type knowledge and competency, with particular attention to organizational issues unique to the public and nonprofit sectors.

Course Learning Objectives:

By the end of the course, students should be able to:

- Understand the purpose and function of public sector organizations;
- Describe how public sector organizations are structured and operate;
- Identify and analyze external stakeholders and challenges to organizational success;
- Be familiar with strategies to manage performance and enhance accountability;
- Be familiar with strategies to manage organizational change and innovation

Exams and Research Requirements:

There will be two exams – a mid-term and a final exam – which will cover the approaches and ideas covered in class. The following is the grading breakdown for the course:

- Mid-term exam: 20%
• Research paper: 25%
• In-class attendance and participation: 20%
• Final exam: 35%

Students are expected to prepare thoroughly for each class session, to submit written materials on time, and to participate actively and constructively in class. Attendance is critical. All written work is expected to be of high quality. That is, it should be logically organized, complete, and lead the reader to a conclusion. Spelling, grammar, punctuation, proper referencing, and organization will be graded as well as content and presentation. All quotations and significant paraphrases should be properly cited.

Research Paper:

A major research paper is required. The research will be due for the third weekend of the course meeting. A short summary of the research paper topic and partial bibliography will be due by February 10, 2017. The completed research paper is due on May 3, 2017.

Research paper expectations: All work submitted must be typewritten and double spaced, using a 12-point font, with 1 inch margins on all four sides and properly footnoted. Plagiarism will result in a failing grade. The grading of the paper will be based on:

• Your ability to provide an analytical viewpoint on the topic to back up your opinions provided with research materials.
• Clarity and organization of the paper
• Appropriate citations and reference throughout the paper (footnotes, bibliography, etc)
• Correct grammar, spelling and form
• **Unexcused late papers will be reduced by one-half a grade per day.**
• **Undergraduate students:** The research paper should be between 13 – 16 pages or more in length.
• **Graduate students:** The research paper should between 18 – 22 pages or more in length of conference quality.

Class Rules:

• **Attendance and participation is required and worth 20% of your overall grade**
• Arriving late is strongly discouraged
• Reading course assignments is expected
• **All Electronic devices are to be muted during class – period**
• Showing respect to other students and the professor is expected
• Make up work will be limited to special circumstances (and with prior notification only)
• Plagiarism and other forms of cheating will result in a failing grade.
Attendance and Miscellaneous:

I rarely take roll in class. That does not mean I fail to notice the lack of your presence in the classroom. On the contrary. With such intimate classes as offered at the University of St. Thomas, your absence is quite noticeable. I like to have you in class. I value your input. But I make the presumption that since you are in college that you are a reasonably responsible adult. It bothers me very little if you have found someone or something better than attending my class. Of course, it bothers me very little to flunk you as result of your finding that someone/something better. If you don’t show up for class and/or blow-off or do extraordinarily poor on the homework assignments, exams, and the article review, you may be looking at crime or a job in the fast food industry as a succinct alternative to the stresses of higher education.

Academic Integrity:

"It would have been better if he had never been born" – Mark 14:21.

All of the work you do in this course is expected to be your own. Absolutely no cheating or plagiarism (using someone else’s words or ideas without proper attribution) will be tolerated. Any cases of cheating or plagiarism will be handled according to university policy and reported to the University’s Academic Misconduct Committee.

As stated in the Academic Misconduct Code for the University of St. Thomas, academic misconduct includes: (a) cheating (using an authorized materials, information, or study aids in any academic exercise), plagiarism, falsification of records, unauthorized possession of examinations, intimidation, and any and all other actions that may improperly affect the evaluation of a student’s academic performance or achievement; (b) assisting others in any such act; or (c) attempting to engage in such acts.

Plagiarism is using the work or another person and claiming it as your own. The most common types of plagiarism include:

- Using a paper or portion of a paper prepared by someone else;
- Quoting someone else’s language or words without proper quotation or citation; and
- Paraphrasing someone else’s ideas, framework, or insights without giving credit to the original author in a citation.

Academic misconduct in any form is unacceptable and suspected violations will be pursued aggressively.

Students with Disabilities:

Any student with a disability requiring accommodations in this course is encouraged to contact me after class or during office hours. Additionally, students will need to contact Counseling and Disability Services in Crooker Center. This office can be
reached at (713) 525-2169 or 6953. If you have a documented disability that will impact your work in this class, please contact me to discuss your needs. Additionally, you will need to register with the Counseling and Disability Services Office in Crooker Center. This office can be reached at (713) 525-2169 or 6953.

Course Schedule (Readings will be assigned on a weekly basis in class):

Course description, overview, and administrative matters
Historical background to Classical organization theory
Classical organization theory I: Scientific Management
Classical organization theory II: Principles and Functions

Research paper abstracts due February 10th
Hawthorne and Human Relations
Carnegie School Organization Theory
Carnegie School II. A Digression: Max Weber

Midterm Examination March 6th

Spring Break March 13th – 17th

Organization Development
Extraorganizational Relations: open-systems theory, network analysis
Decision theory
Organizational Culture; the integrated management model; institutionalism
Economists’ organization theories: Public/Rational/Collective Choice
Contemporary Management Reforms: TQM, Governance

Holy Week Break April 13th – 14th

Research paper due May 8th

Final examination May 8th 8:30am – 11:00am