

**STUDENTS ARE REQUIRED TO READ THIS ENTIRE SYLLABUS**

**Course Number:** POL 391.01      **Course Title:** Government Organization and Management

**Term:** Fall Semester 2008      **Location of Class Meetings:** AB1 310

**Class Meeting Times:** Mondays-Wednesdays-Fridays, 09:00 am – 09:50 am.

**Professor:** R. M. Bittick, M.P.A., Ph.D.      **Office:** AB1 319G (until November)

**Contact Information:** **Email:** [rmb004@shsu.edu](mailto:rmb004@shsu.edu). **Phone:** 936-294-4105.

**Office Hours:** M-W-F, 10:00 am – 11:00 a.m., walk-in. I am willing to meet with students by appointment at other mutually agreeable times.

**Class Website:** Go to Blackboard < [http://www.shsu.edu/blackboard\\_login.html](http://www.shsu.edu/blackboard_login.html) >. Students are required to access this website before each class.

**Course Description:** the following is from the SHSU University Catalog:

**POL 391 Government Organization and Management.** Comparison of governmental organizations within society and analysis of the differences and their impact upon practices of administration in public agencies. Consideration is also given to the management tools available to governmental agencies and their capabilities and limitations. Prerequisites: 6 hours of Political Science. Credit 3.

**Welcome to POL 391!** This course is designed for students to learn about how government and non-profit agencies organize to implement public policies, focusing on organizational structures as well as individual and group behaviors. To do this, we will study select theories about organizations and organizational behavior.

**Course Goals:**

1. **Schools of Thought - Organizational Theory & Behavior:** understand select organizational frameworks pertaining to US governments, as well as select theories and frameworks of how individuals and groups function within these government organizations, and be able to distinguish between the elements of each theory.
2. **Issues:** recognize and analyze organizational and behavioral issues in administrative contexts from the perspectives of the select theories covered in class;
3. **Action:** be able to recommend an intelligent course of action to resolve organizational and behavioral issues that arise in government organizations.

**Course Objectives** - at the completion of this course, students should be able to:

- o **Knowledge.**
  - o Recognize, classify, and distinguish between the functions and attitudes of personality types based on the Myers-Briggs Type Indicator framework.
  - o Identify and distinguish between the elements of each author/framework of select organizational theories.

- Examine the fundamental principles of each author/school of thought concerning the individual work behavior, relationships between humans, including social/political associations, human organization, etc.
  - **Competencies & Related Skills.**
    - Weigh the pros and cons of each author/framework regarding organization structure and behavior in government organizations, including appraising the appropriate situations for each organizational and personality type.
    - Analyze the adequacy to which each author supports his conclusions in comparison with other authors and schools of thought.
    - Identify potential problems and opportunities different personality types may have in different organizational and team settings, and prepare an approach to resolve problems and maximize opportunities.
  - **Values.**
    - Appreciate the insights each organizational and behavioral school of thought offers to the student and practitioner of public administration;
    - Be committed to a spirit of tolerance concerning differing viewpoints;
    - Appreciate democratic values and norms in US government organizations.
- ⇒ **Assessments:** In-Class Discussions & memos, Class Paper, Quizzes & Final Exam.

**Required Texts** - I will assign other reading material throughout the semester that will be linked on the course website in Blackboard, placed on reserve in the library, or handed out in class:

1. Otto Kroeger, Janet M. Thuesen, & Hile Rutledge. 2002. *Type Talk at Work*, revised and updated. Dell Publishing.
2. Walter E. Natemeyer & J. Timothy McMahon. 2008. *Classics of Organizational Behavior*, 3<sup>rd</sup> edition. Waveland Press, Inc.
3. Brian Fry & Jos C N Raadschelders. 2001. *Mastering Public Administration: From Max Weber to Dwight Waldo*, 2<sup>nd</sup> edition. CQ Press.

⇒ **Recommended Text:** Diana Hacker. *A Pocket Style Manual*. Bedford/St. Martin's. Check with the campus bookstore, or order this at Amazon.com or Barnes&Noble.com.

### **Required Activities of Students:**

- **Assigned Readings:** These are listed on the schedule. You must plan ahead and schedule your reading time appropriately.
- **Class Attendance:** *Class attendance is mandatory.* If you are not able to attend class on a regular basis, you must drop the course and re-take it in a future semester.
  - Three (3) unexcused absences are allowed without penalty. NOTE: leaving class early counts as an absence.
  - You must submit documentation to me to have an absence excused (e.g. doctor's notice, etc.).

- If you have more than three unexcused absences during the semester, 15 points may be deducted from your final grade per the professor's discretion.
  - If you fail to attend an In-Class Discussion, 10 points will be deducted from your Memo grade (see below).
  - If you fail to attend class during finals week, 15 points may be deducted from your final grade per the professor's discretion.
  - **Exams:**
    - **Quizzes.** Two (2) quizzes are required for this class. Students must bring a Scantron to class on the day of each quiz.
    - **Final Exam:** a final exam is scheduled for this class.
- ⇒ **No make-up exams are allowed** (i.e. no make up quizzes and no make up final exam).
- **Papers.**
    - **Memos:** Five (5) memos are required for this class. Seven (7) memos are assigned, and the two lowest grades will be dropped. NOTE: 10 points of each memo is based on the student's attendance and participation in the corresponding In-Class Discussion. See class schedule.
    - **Class Paper:** One (1) class paper is required for this class that covers organizational theory and behavior. Instructions will be provided. NOTE: failure to properly document a class paper will result in a significant reduction in the assigned grade. See *Academic Honesty*, below.
- ⇒ **Late Papers:** the dates for the papers are set at the times specified in order for you to gain the maximum learning benefit. **If you are unable to complete any of the assigned papers at the specified time, you must contact me in advance and explain your reason.** With my approval, the due date for that paper can be rescheduled, but no more than two days from the scheduled due date. The paper is subject to being assigned a lower grade if turned in late.

**Assessments** - the following coursework is required to complete this course:

<u>Required Assignments</u>	<u>Points Possible</u>
<b>Two (2) Quizzes @ 30 points each:</b>	<b>60</b>
<b>Final Exam:</b>	<b>50</b>
<b>Five (5) Memos @ 20 points each:</b>	<b>100</b>
<b><u>Class Paper:</u></b>	<b><u>100</u></b>
<b>Sub-Total:</b>	<b>310</b>
<b>Subtract 15 points if absent during finals week:</b>	<b>?</b>
<b>Subtract 15 points if more than three unexcused absences are <u>incurred during the semester:</u></b>	<b><u>?</u></b>
<b>Total Possible Points:</b>	<b>?</b>

**Final Grade - grades will be determined based on the percentage of total points earned, as follows:**

Percentage earned	Grade	Percentage earned	Grade
90 - 100	A	60 - 69	D
80 - 89	B	0 - 59	F
70 - 79	C		

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**Academic Honesty:** See *Academic Policy Statement 810213* at [http://www.shsu.edu/~vaf\\_www/aps/810213.html](http://www.shsu.edu/~vaf_www/aps/810213.html). **All university rules and procedures apply to this class.** Any student found guilty of dishonesty in any phase of academic work will be subject to disciplinary action. The university may initiate disciplinary proceedings against a student accused of any form of academic dishonesty including, but not limited to, **cheating** on an examination or other academic work which is to be submitted, **plagiarism**, **collusion** and the **abuse of resource materials**.

The Instructor reserves the right to require students to submit written work on electronic media (i.e. Word) to check it using a plagiarism software program, such as *Turnitin*.

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**Disabled Student Policy:** See *Academic Policy Statement 811006* at [http://www.shsu.edu/~vaf\\_www/aps/811006.html](http://www.shsu.edu/~vaf_www/aps/811006.html). **All university rules and procedures apply to this class.**

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**Student Absences on Religious Holy Days:** See *Academic Policy Statement 861001* at [http://www.shsu.edu/~vaf\\_www/aps/documents/861001.pdf](http://www.shsu.edu/~vaf_www/aps/documents/861001.pdf). **All university rules and procedures apply to this class.**

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**Class Schedule:** The schedule is linked in the class website in Blackboard in the *Course Information* folder. The instructor reserves the right to change the schedule. Changes will be **highlighted in yellow** and linked in Blackboard.

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Week	Dates	Topics – Readings - Assignments
1	Monday 25 Aug. 08	<ul style="list-style-type: none"> <li>• Introduction.</li> <li>• Required Reading: Class Syllabus.</li> </ul>
	Wednesday 27 Aug. 08	<ul style="list-style-type: none"> <li>• Institutions and Organizations.</li> <li>• Required Reading: Handout - Bittick, "Introduction to Institutions (download from Blackboard).</li> </ul>
	Friday 29 Aug. 08	<ul style="list-style-type: none"> <li>• Organizational Theory - Introduction.</li> <li>• Required Reading: Fry &amp; Raadschelders, Preface &amp; Introduction.</li> </ul>
2	Monday 01 Sept. 08	<b>Holiday – Labor Day - No class.</b>
	Wednesday 03 Sept. 08	<ul style="list-style-type: none"> <li>• Organizational Behavior: Overview of Jungian/MBTI Personality Type Framework.</li> <li>• Required Readings: Kroeger ch. 1.</li> <li>• <b>Assignment:</b> Class Paper Instructions.</li> </ul>
	Friday 05 Sept. 08	<ul style="list-style-type: none"> <li>• Organizational Behavior: Sensing Functions - How we gather information.</li> <li>• Required Readings: Kroeger chs. 2 &amp; ch.3, pgs. 27-28 &amp; 33-37.</li> </ul>
3	Monday 08 Sept. 08	<ul style="list-style-type: none"> <li>• Organizational Behavior: Judging Functions - The basis of how we make decisions.</li> <li>• Required Readings: Kroeger, ch. 3, pgs. 37-41.</li> </ul>
	Wednesday 10 Sept. 08 <b>12<sup>th</sup> Class Day</b>	<ul style="list-style-type: none"> <li>• Organizational Behavior: Attitude – How we prefer to re-energize.</li> <li>• Required Readings: Kroeger, ch. 3, pgs. 28-33.</li> </ul>
	Friday 12 Sept. 08	<ul style="list-style-type: none"> <li>• Organizational Behavior: Attitude –interacting with the external world.</li> <li>• Required Readings: Kroeger, ch. 3, pgs 41-45.</li> </ul>
4	Monday 15 Sept. 08	<ul style="list-style-type: none"> <li>• Organizational Behavior: Temperament.</li> <li>• Required Readings: Kroeger, chs. 4-5.</li> </ul>
	Wednesday 17 Sept. 08	<ul style="list-style-type: none"> <li>• Organizational Behavior: Temperament, &amp; Putting it all together.</li> <li>• Required Readings: Kroeger, ch. 17, &amp; selections from Part III.</li> </ul>
	Friday 19 Sept. 08	<ul style="list-style-type: none"> <li>• <b>Quiz #1:</b> covering Kroeger thru ch. 5, ch. 17, &amp; all MBTI material to date.</li> <li>• Organizational Behavior: Putting it all together – hierarchy of functions.</li> <li>• Required Readings: handout.</li> </ul>
5	Monday 22 Sept. 08	<ul style="list-style-type: none"> <li>• Organizational Behavior – Personality Type and Personnel Administration.</li> <li>• Required Readings: Kroeger, ch. 12, &amp; Charles K Coe, “The MBTI: Potential Uses and Misuses in Personnel Administration,” in <i>Public Personnel Management</i>, vol. 21, no. 4, Winter 1992 (download</li> </ul>

		from library database, MasterFile Premier).
	Wednesday 24 Sept. 08	<ul style="list-style-type: none"> <li>• Organizational Behavior – Personality Type and Ethics.</li> <li>• Required Readings: Kroeger, ch. 13.</li> </ul>
	Friday 26 Sept. 08	<ul style="list-style-type: none"> <li>• <b>Quiz #2:</b> covering Kroeger and all MBTI material.</li> <li>• Politics and Administration dichotomy.</li> <li>• Required Reading: Woodrow Wilson. “The Study of Administration,” in <i>Political Science Quarterly</i>, Vol. 2, No. 2, 197-222. June 1887 (download from library database, JSTOR).</li> </ul>
6	Monday 29 Sept. 08	<ul style="list-style-type: none"> <li>• Organization Theory: Luther H. Gulick –Science of Administration.</li> <li>• Required Readings: Fry &amp; Raadschelders, ch. 3.</li> </ul>
	Wednesday 01 Oct. 08	<ul style="list-style-type: none"> <li>• Organizational Theory – Max Weber – Introduction - Bureaucracy</li> <li>• Required Readings: Fry &amp; Raadschelders, ch. 1, pgs. 19-23, &amp; Weber, “Bureaucracy,” in Natemeyer &amp; McMahon, pgs 351-357.</li> </ul>
	Friday 03 Oct. 08	<ul style="list-style-type: none"> <li>• Organizational Theory – Weber –Authority</li> <li>• Required Reading: Fry &amp; Raadschelders, ch. 1, pgs. 23-44.</li> </ul>
7	Monday 06 Oct. 08	<ul style="list-style-type: none"> <li>• <b>In-Class Discussion #1:</b> Organizational Theory - Bureaucracy, Authority, and Personality Type.</li> <li>• <b>Assignment:</b> Memo #1 instructions.</li> </ul>
	Wednesday 08 Oct. 08	<ul style="list-style-type: none"> <li>• Organizational Theory – Frederick W Taylor – Scientific Management.</li> <li>• Required Readings: Fry &amp; Raadschelders, ch. 2.</li> </ul>
	Friday 10 Oct. 08	<ul style="list-style-type: none"> <li>• Organizational Theory - Taylor – “The Principles of Scientific Management.”</li> <li>• Required Readings: Natemeyer &amp; McMahon, pgs. 3-18.</li> </ul>
8	Monday 13 Oct. 08	<ul style="list-style-type: none"> <li>• <b>In-Class Discussion #2:</b> Organizational Theory - Scientific Management and Personality Type.</li> <li>• <b>Assignment:</b> Memo #2 instructions. Memo #1 due.</li> </ul>
	Wednesday 15 Oct. 08	<ul style="list-style-type: none"> <li>• Organizational Theory – Mary Parker Follett – The Group Process.</li> <li>• Required Readings: Fry &amp; Raadschelders, ch. 4.</li> </ul>
	Friday 17 Oct. 08	<ul style="list-style-type: none"> <li>• Organizational Theory - Follett – “The Giving of Orders.”</li> <li>• Required Readings: Natemeyer &amp; McMahon, pgs. 19-28.</li> </ul>
9	Monday 20 Oct. 08	<ul style="list-style-type: none"> <li>• <b>In-Class Discussion #3:</b> Organizational Theory - Groups &amp; Personality Type.</li> <li>• <b>Assignment:</b> Memo #3 instructions. Memo #2 due.</li> </ul>
	Wednesday 22 Oct. 08	<ul style="list-style-type: none"> <li>• Organizational Theory – Elton Mayo – Human Relations.</li> <li>• Required Readings: Fry &amp; Raadschelders, ch. 5, pgs. 141-155.</li> </ul>
	Friday 24 Oct. 08	<ul style="list-style-type: none"> <li>• Organizational Theory - Mayo – “The Hawthorne Experiments.”</li> <li>• Required Readings: Fry &amp; Raadschelders, ch. 5, pgs. 155-173, &amp; Natemeyer &amp; McMahon, pgs. 29-40.</li> </ul>
10	Monday 27 Oct. 08	<ul style="list-style-type: none"> <li>• <b>In-Class Discussion #4:</b> Organizational Theory - Human Relations &amp; Personality Type.</li> <li>• <b>Assignment:</b> Memo #4 instructions. Memo #3 due.</li> </ul>

	Wednesday 29 Oct. 08	<ul style="list-style-type: none"> <li>Organizational Theory – Chester Barnard – Organizations as Systems of Exchange.</li> <li>Required Reading: Fry &amp; Raadschelders, ch. 6, pgs. 180-198.</li> <li></li> </ul>
	Friday 31 Oct. 08	<ul style="list-style-type: none"> <li>Organizational Theory - Barnard – Functions of the Executive.</li> <li>Required Reading: Fry &amp; Raadschelders, ch. 6, pgs. 199-205.</li> </ul>
11	Monday 03 Nov. 08	<ul style="list-style-type: none"> <li><b>In-Class Discussion #5:</b> Organizational Theory - Executives &amp; Personality Types.</li> <li>Required Reading: Kroeger, ch. 16.</li> <li><b>Assignment:</b> Memo #5 instructions. Memo #4 due.</li> </ul>
	Wednesday 05 Nov. 08	<ul style="list-style-type: none"> <li>Organizational Behavior – John P Kotter, “Management and Leadership.”</li> <li>Required Reading: Natemeyer &amp; McMahan, pgs. 335-348.</li> </ul>
	Friday 07 Nov. 08	<ul style="list-style-type: none"> <li>Organizational Behavior: Personality Type &amp; Leadership.</li> <li>Required Readings: Kroeger, ch. 6.</li> </ul>
12	Monday 10 Nov. 08	<ul style="list-style-type: none"> <li><b>In-Class Discussion #6:</b> Organizational Behavior – Leaders, Managers, and Personality Type.</li> <li><b>Assignment:</b> Memo #6 instructions. Memo #5 due.</li> </ul>
	Wednesday 12 Nov. 08	<ul style="list-style-type: none"> <li>Organizational Behavior - Abraham H. Maslow, “A Theory of Human Motivation.”</li> <li>Required Readings: Natemeyer &amp; McMahan, pgs. 55-71.</li> </ul>
	Friday 14 Nov. 08	<ul style="list-style-type: none"> <li>Organizational Behavior - Frederick Herzberg, “One More Time: How Do You Motivate Employees?”</li> <li>Required Readings: Natemeyer &amp; McMahan, pgs. 81-95.</li> </ul>
13	Monday 17 Nov. 08	<ul style="list-style-type: none"> <li>Organizational Behavior - Douglas M McGregor, “The Human Side of Enterprise.”</li> <li>Required Readings: Natemeyer &amp; McMahan, pgs. 41-49.</li> <li><b>Assignment:</b> Memo #6 due.</li> </ul>
	Wednesday 19 Nov. 08	<ul style="list-style-type: none"> <li><b>In-Class Discussion #7:</b> Organizational Behavior – Motivation &amp; Management Assumptions.</li> <li><b>Assignment:</b> Memo #7 instructions.</li> </ul>
	Friday 21 Nov. 08	<ul style="list-style-type: none"> <li>Organizational Behavior – “Stages of Small-Group Development.”</li> <li>Required Readings: Natemeyer &amp; McMahan, pgs. 241-247.</li> </ul>
14	Monday 24 Nov. 08	<ul style="list-style-type: none"> <li>Organizational Behavior –Small-Group Development, Team Building &amp; Personality Type.</li> <li>Required Readings: Kroeger, ch. 7.</li> <li><b>Assignment:</b> Memo #7 due.</li> </ul>
	Wednesday 26 Nov. 08	<b>Holiday – Thanksgiving - No Class!</b>
	Friday 28 Nov. 08	
15	Monday 01 Dec. 08	<ul style="list-style-type: none"> <li>Organizational Behavior –Small-Group Development, “The Johari Window.”</li> </ul>

		<ul style="list-style-type: none"> <li>• Required Readings: Natemeyer &amp; McMahon, pgs. 208-223.</li> </ul>
	Wednesday 03 Dec. 08	<ul style="list-style-type: none"> <li>• Organizational Behavior –Small-Group Development, Conflict Resolution &amp; Personality Type.</li> <li>• Required Readings: Kroeger, ch. 9.</li> <li>• <b>Assignment:</b> Class Paper Due.</li> <li>•</li> </ul>
	Friday 05 Dec. 08	<ul style="list-style-type: none"> <li>• Organizational Behavior –Small-Group Development, “Groupthink” &amp; “The Abilene Paradox: The Management of Agreement.”</li> <li>• Required Reading: Natemeyer &amp; McMahon, pgs. 197-207 &amp; 224-240.</li> </ul>
16	Monday 08 Dec. 08	<ul style="list-style-type: none"> <li>• Organizational Change and Development – “Overview of the Deming, Crosby and Juran Quality Programs.”</li> <li>• Required Readings: Natemeyer &amp; McMahon, pgs. 473-478.</li> </ul>
	Wednesday 10 Dec. 08	<ul style="list-style-type: none"> <li>• <b>Final Exam.</b></li> </ul>
	Friday 12 Dec. 08	<b>Study Day – No Class!</b>
17 Finals Week	Wednesday 17 Dec. 08	<ul style="list-style-type: none"> <li>• <b>Attendance is Mandatory</b> – 15 points will be deducted from your total points if you are absent from class.</li> <li>• <b>Class meets:</b> 08:00 am – 10:00 am.</li> </ul>