The course will systematically explore the characteristics of organizations from the perspective of the structural, human resources, political, and cultural frames of organizational theory. The course then focuses on organizational change strategies and theories. The course concludes with discussions of how these frames and theories can be used in everyday management of public service organizations.

**Student Learning Outcomes:**
- Use multiple frames to define organizations
- Differentiate between various organizational forms and the impact of the context
- Assess the drivers of human behavior in organizations
- Evaluate the organization and apply organizational change strategies
- Apply their knowledge to “real life” situations

**Required Texts**

**Assessment**
<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental analysis</td>
<td>10%</td>
</tr>
<tr>
<td>Framing Analysis</td>
<td>15%</td>
</tr>
<tr>
<td>Human Resource Analysis</td>
<td>15%</td>
</tr>
<tr>
<td>Political Analysis</td>
<td>15%</td>
</tr>
<tr>
<td>Cultural Analysis</td>
<td>15%</td>
</tr>
<tr>
<td>Organizational Change Analysis Project</td>
<td>20%</td>
</tr>
<tr>
<td>Weekly Participation and Attendance</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**Weekly Attendance and Participation**
Your job in this class is to thoughtfully examine course materials and engage fully in course-related activities, discussions and assignments. Your attendance is expected at each session. If you must miss class for any reason, please contact me. I appreciate your avoidance of distracting practices such as late entrances, early exits, ringing cell phones, web browsing, texting, conversations, and other activities unrelated to the class. This behavior is especially important given that the beginning of class sometimes features guest speakers. It also includes respecting the viewpoints and experiences of your classmates, professors, and the guest speakers.

**Course Schedule**

**Part I: Introduction**

**Session 1 Introduction**
Session 2: Historical Overview of Organizational theories


Part II: The External Environment

Session 3 Organizations and Environments

Bolman, Chapter 2: Simple Ideas, Complex Organizations

Shafritz:


Thompson, J.D. 1967. “Organizations in Action”


Part III: Structural Frame

Session 4: Framing Features

Bolman, Chapter 3: Getting Organized


Session 5: Structural Options

Bolman, Chapter 4: Structure and Restructuring

Bolman, Chapter 5: Organizing Groups and Teams

Shafritz:


Part IV: Human Resources Frame
Session 6: Work Motivation and Employee Values
  - Bolman, Chapter 6: People and Organizations.
  - Shafritz:

Session 7: Human Capital and Workplace Diversity
  - Bolman, Chapter 7: Improving Human Resource Management

Part V: Political Frame
Key topics: Organizations as Contested Terrain; power, interests, principles, strategies in organizations.

Session 8: Conflict and Interest
  - Bolman, Chapter 9: Power, Conflict and Coalition
  - Shafritz:

Session 9: Power Politics
Bolman, Chapter 10: Organizations as Political Agents and Political Agents
Shafritz:

Part VI: Cultural Frame
Key topics: Organizations viewed as cultures: rituals, myths, symbols

Session 10: Organizational culture
  - Bolman, Chapter 12: Organizational Symbols and Culture
  - Shafritz:

Session 11: Dimensions of culture
  - Bolman, Chapter 13: Culture in Action
  - Bolman, Chapter 14: Organization as Theater
  - Shafritz:
Part VII: Organizational Change

Key Topics: Understanding organizations and how to assess their “readiness” for change; how to analyze an organizational structure and the reasons for resistance to change proposals.

Approaches for implementing successful change strategies.

Session 12: Analyzing Organizational Readiness for Change.

- Bolman, Chapter 18: Reframing Change in Organizations: Training, Realigning, Negotiating, and Grieving
- Shafritz:

Session 13 Strategizing for Organizational Change


Session 14: Change and Leadership in Action

- Bolman:
  - Chapter 15 Integrating Frames for Effective Practice
  - Chapter 20, Bringing it all Together: Change and Leadership in Action

Assignments

Students are expected to complete the assignments based on the same public or nonprofit agency, of the student’s choosing.

10% Environmental Analysis: Describe the general and task environmental ecology of your agency.

15% Framing Analysis: Structure of your agency in terms of its types of work, specialization, technology, and coordination. Based on this information, address which of Mintzberg’s five organizational forms your agency resembles.

15% Human Resource Analysis: Describe the strategies your agency uses to manage its staff
from the standpoint of Maslow’s hierarchy, and McGregor Theory X and Y. Describe the extent
to which this agency relies on a classical management verses a neoclassical approach to staff
management.

15% Political Analysis: Describe the power, decision making, and sources of conflict in your
agency.

15% Cultural Analysis: Describe the culture of your agency using Schein’s (1992) organizational
culture model. Also, give your sense for how this agency socializes its employees to accept its
cultural values.

**Organizational Change Analysis Project (20%)**

“*What’s the problem? What’s your solution?*”

Your assignment is to write a short analysis of a problem in an organization with which you are
familiar and to make recommendations, based upon the material presented, to address the
problem.

Assume that you are an assistant to the director who has been asked to think about the problem
facing the organization and to offer some “creative problem-solving ideas” towards a solution.

The assignment will be done in two stages:

**Assignment Stage 1:** You will be paired with a partner in class in order to share ideas and
approaches as you each work on your own respective assignments. There will be time in the
class sessions to work on your assignments. Each of you will submit your own, individual,
assignment. In Stage 1, you will draft a description of the problem and apply two of the
organizational lenses as follows:

- Describe the managerial problem the organization is dealing with. BE SPECIFIC. You
  might want to consider WHY the problem exists and persists. Note if there have been
  attempts to rectify the problem in the past and, if so, WHY did they fail? Apply at least two
  of the organizational “lenses” that were discussed in this module (Organizations as
  mechanisms, Organizations as political structures, or Organizations as cultures) to think
  about the problem in the organization. Summarize the major point(s) that come out of
  applying the lenses.

You will send this draft to your partner by [Saturday, January 25, 11:59 p.m.]. Your partner will
read your draft and return it to you with constructive comments and suggestions by [Tuesday,
January 28, 11:59 p.m.].

The Stage 1 draft should be no more than 5 pages, double-spaced, 12-point font, Times New
Roman, 1-inch margins. Please use citations as appropriate.

**Assignment Stage 2:** Revise your draft from Stage 1 as you deem appropriate in light of the
comments from your partner. After the last week of the module, add a section to the memo that
makes one or more recommendation(s) about how to address the problem. Be candid about the
challenges the organization might face in implementing the recommendation(s)—and why.

The Stage 2 assignment (revision of Stage 1 plus recommendation(s)) should be no more than 8 pages with the same formatting as in Stage 1. Email the Stage 2 assignment to Susan and Chris by Thursday, February 6, on Laulima. Use at least 4 citations. Section headings are always a good idea to help you structure your paper.