

Public Affairs 880.06
Doctoral Seminar in Organizational Theory
John Glenn School of Public Affairs
Winter 2012

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COURSE DESCRIPTION AND OBJECTIVES

Due to the ubiquity of organizations and the role they play in determining individual and social outcomes, they are worthy of scholarly inquiry. Accordingly, this course provides a survey of the major perspectives in organizational theory and their application to public management and public policy implementation. While the gamut of organizational theories is too broad to completely cover in a one-quarter course, through overview chapters and some of the classics of the field we will cover much of the diversity of organizational theory perspectives. First and foremost we will develop an intuitive sense of the unit of analysis: organizations. We will also identify a handful of the “big questions” in public management and policy as we progress and apply key organizational theories to address these questions. The course readings include a textbook, the classic monographs from which much of the content of the textbook is derived, and recent studies performing empirical applications of the theories. As a doctoral student, you should leave the course with better skills and knowledge for analyzing the development and functioning of organizations, particularly those in the public sector. The assignments are structured to prepare you for Ph.D. qualifying exams. In addition, the assignments will help you develop critical thinking and writing skills and see how your research ideas and interests might be advanced by organizational theory.

GRADING AND COURSE REQUIREMENTS

Weekly Memos:	20%
Research Prospectus:	40%
Final Exam:	40%

Weekly Memos: Twenty-four hours prior to each class session you will be responsible for posting a one-to-two page, single-spaced memo to Carmen that concisely summarizes and critically analyzes the key propositions of the assigned material for that week. Each student will post his/her memo to the Carmen discussion made available to all students in the course.

At its core, your memo should identify and explain the following for each theory for review that week:

- key operating assumptions;
- the basic logic of the theory (e.g. when X occurs, Y results; when X does not occur, Y does not result); and,
- the primary hypotheses that result from the logic.

You should also discuss the shortcomings of the theory, identifying its weaknesses and misapplications. Ideally, you should synthesize the material by comparing and contrasting different perspectives within each theory, as well as across theories as the quarter progresses. You are also welcome to evaluate any empirical evidence that supports or refutes each theory. Finally, you should identify at least two questions you have about the readings. We will use these questions to guide our discussion in class.

I strongly encourage you to retain copies of the best memos of your classmates. These analyses and syntheses of the literature will be invaluable in preparation for the exam in this course as well as your Ph.D. qualifying exam.

Class Participation: As the previous section indicates, critical assessment of the readings constitutes a major portion of each class activity. Thorough preparation for class participation is essential for learning the material and the memos are in part designed to ensure that you are prepared for class. You are expected and encouraged to participate fully in class sessions. I expect attendance at all classes.

Two students will be selected at the beginning of each class session to make a brief presentation on the material for that week. We will typically examine two theories each week. Each student will be asked to present the components of the theory as discussed in the memo assignment, and initiate class discussion. The rest of us are responsible for asking probing questions of each presenter, identifying items that they have missed, and providing our thoughts on how best to apply the theory to the selected research question.

Research Prospectus: By the end of the quarter, you should have a working understanding of both the major theoretical perspectives in organizational theory and some of the basic research questions in public management and/or policy implementation as they pertain to organizations. This research prospectus (no more than ten pages double-spaced, excluding a list of references) requires you to synthesize these two components. The assignment essentially has you draft the beginning of a journal article, all the way up through the data and methods section. Below are the following elements to be included in the assignment.

- Identification of the research question
- A theoretical framework for addressing the question, including the basic assumptions and logic, albeit tailored to the specific organization or context of study [the bulk of your additional pages should come here].
- Key hypotheses that result from the application of your theoretical framework to the specific organization or context of study.
- A section on the research design you propose to test the hypotheses [lay out the basic research design (i.e. case study, large-n empirical) to show how you intend to test the hypotheses; if you can identify the type of data you will employ, do so)].

Be sure to include a list of references and cite references throughout the work. I have no preferred style but ask that you be consistent.

If you have not done so before, please read Stimson, James “Professional Writing in Political Science: A Highly Opinionated Essay” available on Carmen. Professor Stimson provides excellent guidance and advice about how to write a research paper.

The research prospectus is due before the last day of class to the dropbox on Carmen. This assignment represents 20% of your final grade.

Final Exam: The final exam for this class is designed to mirror your Ph.D. qualifying exam. You will have two hours to take the exam and will only be allowed a bibliography of citations (e.g. this syllabus). The exam will occur on a date to be determined jointly among the students and between the students and the instructor. This assignment represents 20% of your final grade.

COURSE POLICIES

Academic and personal misconduct are defined and dealt with according to the procedures in the Code of Student Conduct (<http://www.osu.edu/units/stuaff/csc.php>). Your work should be original. I will not accept excessive quotation and paraphrasing of other’s work with or without citation. Informing me of your intention to be absent does not waive your obligation to submit assigned work. I will accept late work with a one-letter grade penalty each day that it is late.

REQUIRED COURSE READING MATERIAL

Some of the required course material is available on Carmen. A portion of the course reading comes from four books that are worthwhile additions to your library, so I strongly recommend that you purchase them.

(T) Tolbert, Pamela S. and Richard Hall (2009) *Organizations: Structures, Processes and Outcomes, 10th Edition*, Pearson/Prentice Hall.

(S) Shafritz, Jay M., J. Steven Ott, and Yong Suk Jang (2011) *Classics of Organization Theory, Seventh Edition*, Thomson Wadsworth.

(SD) Scott, W. Richard and Gerald Davis (2006) *Organizations and Organizing: Rational, Natural, and Open Systems Perspectives, International Edition*, Pearson/Prentice Hall.

(B) Bozeman, Barry (1987/2004/09) *All Organizations are Public*, Beard Books.

These four books are available for purchase at S-B-X, where you may purchase the latest editions (as listed); or, to save money, you can purchase previous editions online for as little as five dollars, each. But the chapters listed in the course outline below are based on the latest editions. If you purchase an earlier edition of one or more of the required books, it will be up to you to “map” the earlier editions’ chapters to the chapters of the most recent editions.

Required readings include assigned chapters from the required books as well as other journal articles and book chapters (O) to be made available on Carmen. All required readings must be read in full prior to the class session for which it is assigned. I can and probably will assign additional readings throughout the quarter.

(HIGHLY) RECOMMENDED TEXT (BUT NOT REQUIRED)

The below textbook is an excellent reference for doctoral students learning about the plethora of empirical tests and case-based applications of the numerous propositions and concepts of organizational theories to public agencies, non-profits, and other types of non-business organizations. Because it provides an extremely useful summary of the scholarly literature, I highly recommend that you acquire a copy of the most recent edition available (currently 4th), if not for this course then as you prepare for your dissertation proposal. This book is not available at S-B-X, at least not for the purpose of this course.

Rainey, Hal G. (2009) *Understanding and Managing Public Organizations, 4th Edition*, Jossey-Bass.

Any student who feels s/he may need an accommodation based on the impact of a disability should contact the course instructors to discuss specific needs. Please contact the Office for Disability Services at 614-292-3307 in room 150 Pomerene Hall to coordinate reasonable accommodations for students with documented disabilities. TTD 292-0901; www.ods.ohio-state.edu

COURSE CALENDAR

All articles/chapters must be read before the class session for which it is assigned.

WEEK 1 (JANUARY 4)

Overview I: Understanding the Unit of Analysis and Understanding Why We Study Organizations

- (T) Chapters 1-2, 4-8
- (S) pp. 1-9, Chapter 7
- (SD) Chapter 1
- (O) Lundin, Martin. 2007. "Explaining Cooperation: How Resource Interdependence, Goal Congruence, and Trust Affect Joint Actions in Policy Implementation," *Journal of Public Administration Research and Theory* 17(4): 651-672.
- (O) Boyne, George A. 2003. "Sources of Public Service Improvement: A Critical Review and Research Agenda," *Journal of Public Administration Research and Theory* 13 (3): 367-394.
- (O) Meier, Kenneth, Laurence O'Toole, Jr., George A. Boyne, and Richard M. Walker. 2007. "Strategic Management and the Performance of Public Organizations: Testing Venerable Ideas Against Recent Theories," *Journal of Public Administration Research and Theory* 17(3): 357-378.

WEEK 2 (JANUARY 11)

Overview II: Understanding the Development of the Field

- (S) pp. 9-26
- (SD) Chapters 2-5
- (O) Bacharach, Samuel B. "Organizational Theories: Some Criteria for Evaluation"
- (O) Thompson, J. 1967. *Organizations in Action*. (New York: McGraw Hill, Inc.), pp. 3-65.
- (O) March, J. and H.A. Simon. 1958. "'Classical' Organization Theory," *Organizations* (New York: John Wiley & Sons), pp. 12-33
- (O) Pondy, L.R. and I.I. Mitroff. 1979. "Beyond Open Systems Models of Organization", in L.L. Cummings and B.M. Staw (eds.), *Research in Organizational Behavior, Vol. 1* (Greenwich, CT: JAI Press), pp. 3-39.
- (O) Ashmos, D. and G.P. Huber. 1987. "The Systems Paradigm in Organization Theory: Correcting the Record and Suggesting the Future," *Academy of Management Review* 12: 607-621.

WEEK 3 (JANUARY 18)

Closed Theories: Rational Theories, Natural Theories, and the Organizational Behavior Perspective

- (S) Chapters 1-3
- (O) Natemeyer and Hersey 2011. "Motivation and Performance," *Classics of Organizational Behavior, 4th Edition* (Waveland Press, Inc.), pp. 73-162.
- (O) Natemeyer and Hersey "Leadership," *Classics of Organizational Behavior, 4th Edition* (Waveland Press, Inc.), pp. 305-392.

WEEK 4 (JANUARY 25)

Open Theories I: Structural Contingency Theory and Resource Dependence Theory

- (T) Chapters 3, 9 (for Ch. 9, just read the parts on the relevant theories)
- (S) Chapters 4, 6, 9
- (SD) Chapters 6, 8-9 (for Ch. 9, just read the parts on the relevant theories)
- (O) Donaldson, L. 1999. "The Normal Science of Structural Contingency Theory," in S.R. Clegg and C. Hardy (eds.), *Studying Organization: Theory and Method* (London: Sage Publications), pp. 51-70.
- (O) Laurence, P.R. and J.W. Lorsch. 1967. *Organization and Environment* (Boston: Division of Research, Graduate School of Business Administration, Harvard University), pp. 185-245.
- (O) Gresov, C. 1989. "Exploring Fit and Misfit with Multiple Contingencies." *Administrative Science Quarterly* 34: 431-453.
- (O) Provan, Keith G., Janice M. Beyer, and Carlos Kruytbosch. 1980. "Environmental Linkages and Power in Resource-Dependence Relations between Organizations," *Administrative Science Quarterly* 25: 200-225.
- (O) Pfeffer, J. and G. Salancik. 1978. *The External Control of Organizations: A Resource Dependence Perspective* (New York: Harper and Row), Chapters 1-3, 10, pp. 1-61; 257-287.

WEEK 5 (FEBRUARY 1)

Open Theories II: Institutional Theory and Population Ecology Theory

- (SD) Chapter 10
- (T) Chapter 9 (just read the parts on the relevant theories)
- (S) Meyer, J.W. and B. Rowan. 1977. "Institutionalized Organizations: Formal Structure as Myth and Ceremony"
- (O) Hannan, M.T. and J. Freeman. 1977. "The Population Ecology of Organizations," *American Journal of Sociology* 82: 929-964.
- (O) Hannan, M.T. and J. Freeman. 1984. "Structural Inertia and Organizational Change," *American Sociological Review* 49: 149-154.
- (O) Young, Ruth. 1988. "Is Population Ecology a Useful Paradigm for the Study of Organizations?" *American Journal of Sociology* 94: 1-24.
- (O) DiMaggio, P. and W. Powell. 1983. "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields," *American Sociological Review* 2: 147-160.
- (O) Oliver, C. 1991. "Strategic Responses to Institutional Processes," *Academy of Management Review* 16: 145-179.

WEEK 6 (FEBRUARY 8)

Economic Theories: The Principal-Agent and Transaction Costs Views

- (S) Chapter 5
- (SD) Chapter 9 (just read the parts on transaction costs theory)
- (T) Chapter 9 (just read the parts on transaction costs theory)
- (O) Barney, J. B. and W. Hesterly. 1999. "Organization Economics: Understanding the Relationship between Organizations and Economic Analysis," in S. R. Clegg and C. Hardy (Eds.), *Studying Organization: Theory and Method* (London: Sage Publications), pp. 109-141.
- (O) Eisenhardt, K. 1989. "Agency Theory: An Assessment and Review," *Academy of Management Review* 14: 57-74.
- (O) Moe, T. 1984. "The New Economics of Organization," *American Journal of Political Science* 26: 739-777.
- (O) Coase, Ronald. 1937. "The Nature of the Firm," *Economica* 4(16): 386-405.
- (O) Williamson, O. 1981. "The Economics of Organization: The Transaction Cost Approach," *American Journal of Sociology* 87: 548-577.
- (O) Williamson, Oliver. 1997. "Transaction cost economics and public administration." In P. Boorsma, K. Aarts, and A. Steenge (eds.), *Public Priority Setting: Rules and Costs* (London: Kluwer Academic Publishers), 19-37.
- (O) Ouchi, W. 1980. "Markets, Bureaucracies and Clans," *Administrative Science Quarterly* 25: 129-141.

WEEK 7 (FEBRUARY 15)

The Network Perspective: Are Networks Organizations Too?

- (SD) Chapter 11
- (O) Granovetter, Mark S. 1973. "The Strength of Weak Ties," *American Journal of Sociology* 78 (6): 1360-1380.
- (O) Isett, K. R., I.A. Mergel, K. LeRoux, P.A. Mischen, and K. Rethemeyer (2011) "Networks in public administration scholarship: understanding where we are and where we need to go." *Journal of Public Administration Research and Theory* 21(1), p. 157-175.
- (O) Meyers, M.K., N.M. Riccucci, and I. Lurie (2001) "Achieving goal congruence in complex environments: the case of welfare reform." *Journal of Public Administration Research and Theory* 11(2), p. 165-201.
- (O) O'Leary, R., C. Gerard, L. Blomgren Bingham "Introduction to the Symposium on Collaborative Public Management" *Public Administration Review* 66(1), p. 6-9.
- (O) O'Toole, L. J. (1997) "Implementing public innovations in network settings." *Administration and Society* 29, p. 115-134.
- (O) Page, S. (2003) "Entrepreneurial Strategies for Managing Interagency Collaboration." *Journal of Public Administration Research and Theory*, 13(3), p. 311-340.
- (O) Rethemeyer, K.R. and D.M. Hatmaker (2008) "Network Management Reconsidered: An Inquiry into Management of Network Structures in Public Sector Service Provision." *Journal of Public Administration Research and Theory* 18, p. 617-646.
- (O) Provan, Keith, and Patrick Kenis. 2008. "Modes of Network Governance: Structure, Management, and Effectiveness," *Journal of Public Administration Research and Theory* 18(2): 229-252.

**** ASSIGN TOPICS FOR WEEK 9 DISCUSSION ****

WEEK 8 (FEBRUARY 22)

Publicness: Is There Need for a Public Organization Theory?

- (B) Bozeman, Barry (1987/2004/09) *All Organizations are Public*, Beard Books.
- (O) Rainey, Hal (2009) "What Makes Public Organizations Distinctive?"
- (O) Mintzberg, Henry. 1996. *Managing Government, Governing Management*. Harvard Business Review. May-June 1996.
- (O) Bozeman, Barry and Stu Bretschneider (1994) "The "Publicness Puzzle" in Organization Theory: A Test of Alternative Explanations of Differences between Public and Private Organizations." *Journal of Public Administration Research & Theory*, 4:2, pp. 197-223.
- (O) Walker, Richard M. and Barry Bozeman (2011) "Publicness and Organizational Performance." *Journal of Public Administration Research & Theory*, 21:3.
- (O) Moulton, S. (2009) "Putting Together the Publicness Puzzle: A Framework for Realized Publicness." *Public Administration Review* 69:5, pp. 889-900.

WEEK 9 (FEBRUARY 29)

Conclusion I: Critiquing Organizational Research Design

**** For this class you must arrive having identified and critically assessed at least two scholarly, empirical articles testing the propositions of one or more of the theories reviewed earlier in class. These assignments will be made at the end of class, week 7 (February 15).

**** ASSIGN DISCUSSANTS FOR WEEK 10 PRESENTATIONS ****

WEEK 10 (MARCH 7)

Conclusion II: Implementing Organizational Research Design

**** For this class you present your research prospectus. You must also fulfill discussant duties for at least one other classmate. The expectations for this class will be discussed at the end of class, week 9 (February 29)

**** DETERMINE DATE FOR FINAL EXAMINATION ****

**** RESEARCH PROSPECTUS DUE TO CARMEN DROPBOX ****

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