COURSE DESCRIPTION:

This course uses social science theories and methods to understand the behavior of men and women in organizations. It explores such important areas as decision-making, perception, communication, group dynamics, and such managerial issues as organizational politics, organizational culture, and organizational change. Students employ case studies and exercises to develop skills in organizational analysis.

TEXTS


2) PAD 610 Course Reading Packet (P).

REQUIREMENTS:

Students are expected to come to class prepared to discuss the readings and to participate in the exercises.

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<th>Assignment</th>
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<td>Paper #1</td>
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<td>Paper #2</td>
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<td>8/27</td>
<td>Introduction: The Activist Manager</td>
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| 9/3   | Personality, Self-Knowledge and Perception | Readings: Denhardt, Ch. 2  
Bob Knowlton (P)       |
| 9/10  | Creativity and Stress       | Readings: Chs. 3 & 4  
Procedural Entrepreneurship (P) |
| 9/17  | Decision Making             | Readings: Ch. 5  
Desert Survival (P) –Do Indiv. Rankings  
Delilah’s In-Basket (P) |
| 9/24  | Motivation                  | Readings: Ch. 6  
Hovey and Beard Case in Class |
| 10/1  | Culture                     | Readings: Schein (P)  
Driskill and Brenton (P)  
Cherry County Blues (P)  
(Video) |
| 10/8  | Leadership (I)              | Readings: Ch. 7  
Renn Zaphiropoulous (P)  
Fred Henderson (P)       |
|       | Assignment: Paper #1. Cultural Analysis—Use conceptual material from the readings and the last class to develop a cultural analysis of an organization of which you have been a member. It can be a club, church, workplace, military organization, volunteer organization, etc. Identify four or five artifacts in your culture (e.g. stories, rituals, language, etc) and explain the meaning, values, or assumptions that these artifacts express. Use these artifacts to create an integrated view of your organization’s culture that is useful for leaders and managers. Three pages. Typed. Double-spaced. Due in class. |
| 10/15 | Leadership (II)             | Readings: Eugene Kranz (P)  
Arlene Blum (P)        |
|       | Assignment: Do the “Leadership Autobiography” assignment on p. 202 of the text but limit yourself to two pages, typed, double-spaced. Be prepared to share and discuss the autobiography with another student during class. |
10/22 Communication Readings: Ch. 9

10/29 Power and Politics Readings: Ch. 8
   Dept. of Information Services (P)
   Caro, "Lyndon Johnson" (P)
Assignment: Paper #2 Power Analysis: Lyndon Johnson is widely considered a masterful user of power. Examine Lyndon Johnson’s use of power in the Cato article. Identify specific situations in the case and explain the choices he made from a power and politics perspective. Two Pages. Double Spaced.

11/5 Groups and Teams Reading: Ch. 10
   Video in Class

11/12 Conflict in Organizations Readings: Ch. 11
   Conflicts on the Human Services Team (P)

11/19 Managing Change Readings: Ch. 12
   A License for Quality (P)
   What Did I Do Wrong? (P)

1) Assignment: Paper #3 Change Analysis: Consulting Memo to Elena Santos. Assume that you are a consultant to Elena. Write a three page report explaining why her change efforts are failing. What are the forces for change? What are the barriers to change? What did she do wrong? What can she do now? Use concepts from the course to develop your analysis. Three pages. Double-spaced. Due in class.

11/26 Thanksgiving Break

12/3 Lessons Learned Discussion and analysis of semester projects in class

Semester Project Assignment: The Activist Manager
In this assignment you will interview three or more (if necessary) managers. You will ask them to identify a time in their careers when they found themselves in opposition to the rules, roles, or procedures of their organization or when doing their jobs was hampered by rules, roles, or procedures. Ask them to tell the whole story. Probe for details. Get as many stories as they have. Record the stories if possible. Offer to disguise the case.

Once you have three good examples of procedural entrepreneurship by an activist manager write up the stories. Now look for patterns across the stories. What strategies did they use? What roles do personal, group, and organizational factors play across the stories? What do they have in common? What is different? Why? How well did they serve the public interest? Finally, reflect on the leadership shown by these managers. Use the framework in the “Procedural Entrepreneurship” paper (see “Creativity and Stress” reading to inform your analysis. Typed. Double-spaced. 12 to 15 pages total. Due in class at last session.