PA 642 Seminar in Administrative Theory

Professor: Kelley Crockett PhD.
Where and When: Online Spring 2013
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Office hours: Online via email or M 1:00 p.m. to 4:00 pm in person by appointment

Organizations use human beings to achieve goals. Theories are a set of generalities that help explain and predict human behavior. Administrative behavior within organizations is dependent on personality, environment and situation.

Course objectives: Students will become academically versed in both traditional and contemporary public administration theory. Students will apply administrative theory in discussions and will demonstrate competency in written critiques. Students will demonstrate their ability to integrate theory in practical situations in order to improve administrative efficiency, effectiveness and equity in citizen interaction. Students will develop an understanding of the role of ethics in decision making and organizational design and change.

Course description: Organization and management; the executive role, decision making; bureaucracy, authority and power; communication and control and organizational system; tactics and strategies in effective management

Course requirements: 6 open-book true/false and multiple choice quizzes (30%), 4 discussion responses on supplemental readings (20%), and 5 three to four page essays on pre-assigned topics (50%).


Recommended reading (on reserve in the library): The Public Administration Theory Primer by H. Frederickson, K, Smith, C. Larimer, and M. Licari

Module 1: Complete by January 27 Administrative Theory

- Read Hooja and Arora Chapters 1-3 (Intro, Org Theories, A Critique)
- View Administrative Theory PowerPoint
- Quiz 1 due by midnight Sunday, January 27, 2013

Module 2: Complete by February 3 Classical to Modern

- Read Hooja and Arora Chapters 4 and 7 (Classical vs Modern and Weber)
- View Classical to Modern PowerPoint
- Quiz 2 due by midnight Sunday, February 3, 2013
Module 3: Complete by February 24 The Rise of Humanism

- Read Hooja and Arora Chapter 8 (Urwick and Gullick), Chapter 9 (Barnard) and Chapter 17 (Japanese Theory) pp 208-211 Theory Z
- Discussion 1 due February 24, 2013 on supplemental reading essay Human Nature in Politics by Simon
- View Humanism PowerPoint
- Essay 1: Simon criticizes the classical structural model in terms of its ridged hierarchy and the division of work in that it didn’t consider the knowledge of human behavior to be relevant. Discuss how motivation theories act as a counterpoint to the classical model of organizational administration. Be sure to discuss McGregor’s theory x and y and the rise of the humanists, motivation theory, and formal versus informal groups. Due February 24, 2013.

Module 4: Complete by March 03 Decision Making

- View Decision Making PowerPoint
- Quiz 3 due by midnight, Sunday March 3, 2013

Module 5: Complete by March 10 Self Knowledge and Communication

- Read Hooja and Arora Chapter 10 (Drucker)
- View Know Yourself and Communication PowerPoint
- Essay 2: Drucker advises that organizations have social responsibilities both within the organization and without. Discuss how self knowledge leads to an understanding of motivation which then becomes a tool for providing opportunities for employee growth. How can alliances within and without the organizational environment meet social needs while increasing productivity? Due March 10, 2013

Module 6: Complete by March 17 Creativity

- Read Hooja and Arora Chapter 20 (Creativity)
- View Creativity PowerPoint
- Quiz 4 due by midnight March 17, 2013

Module 7: Complete by March 24 Power and Politics in PA

- Read Hooja and Arora Chapter 16 (Comparative Aspects of Public Administration)
- View Power and Organizational Politics PowerPoint
- Essay 3: Power can be assigned in a hierarchal classical structure of administrative bureaucracy but can be thwarted through political corruption. What are the elements that distinguish Western developed countries’ ability to control – keep accountability– for decentralized participative decision making in public organizations? Due March 24, 2013
Module 8: Complete by March 31  Working within a System

- Read Hooja and Arora Chapter 5 (Systems Approach)
- Discussion 2 due March 31, 2013 on supplemental reading essay Toward a Critical Theory by Denhardt
- Working within a System PowerPoint
- Quiz 5 due midnight March 31, 2013

SPRING BREAK APRIL 1-5, 2013

Module 9: Complete by April 14  Conflict and Organizational Change

- Read Hooja and Arora Chapter 18 (Organizational Change)
- View Conflict and Organizational Change PowerPoint
- Essay 4: Creating an environment conducive to rapid change is a critical facet of modern organizations. Discuss how this is managed. Due April 14, 2013

Module 10: Complete by April 21  Leadership

- Read Hooja and Arora Chapter 21 (Leadership)
- Discussion 3 due April 21, 2013 on supplemental reading essay Public Sector Leadership Theory by Van Wart
- View Leadership PowerPoint
- Quiz 6 due midnight April 21, 2013

Module 11: Complete by April 28  Applying Ethics and Value in Public Administration Theory

- Read Hooja and Arora Chapter 19 (Reenergizing Public Administration)
- Discussion 4 due April 28, 2013 on supplemental reading essay The Moral Manager by King

Module 12: Complete by May 5  Integrating Theory into Practice

- Read supplemental essay Theory and the PA Student by Cunningham and Weschler (no discussion assignment on this essay).
- Essay 5: The role of government is moving from a producer of goods and services to an enabler of the economic environment through regulations, competitive efficiency strategies, reduction of government size and the reassertion of value added activities. Discuss how public demand for minimizing government while increasing social services can be viewed productively – both in introduction and implementation - in public administration despite the transience of political leadership. This essay requires some integration of administration theory as a practical tool in improving public administration. Due May 5, 2013