

# **Organization Theory**

## **(MPA 8002-001/26275/Bartley 33)**

**COURSE INSTRUCTOR:** Richard M. Jacobs, O.S.A., Ph.D.  
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### **COURSE DESCRIPTION:**

The study of the similarities and differences in various formal and complex organizations the structures and dynamics of these organizations, and the theories applicable to such organizations.

### **COURSE RATIONALE:**

Organization Theory (MPA 8002) is a foundational course in the Masters of Public Administration and School Leadership Programs at Villanova University. MPA 8002 provides students an understanding of complex organizations in their historical context, the development of major frames, metaphors, images, and theories of complex organization, and the implications these present for organizational design, change, management, and leadership. In particular, MPA 8002 relates the value assumptions and views of humans in their work roles as these are made explicit in a variety of organizational metaphors, images, and frames. The materials will challenge students to complicate their understandings about organizations and to critically assess their frames, metaphors, images, and theories of organizations as well as how these enhance or constrict their perceptions and evaluations of organizations and their functioning.

### **COURSE OBJECTIVES:**

1. To define and to illustrate the history of complex organizations through a variety of frames, metaphors, images, and theories of organization evident in contemporary society.
2. To examine and to critique a variety frames, metaphors, and theories of complex organizations in modern society.
3. To compare and to contrast value assumptions and views of humans in their work roles in various organizational frameworks.
4. To locate human resources within complex organizational structures.
5. To use multiple perspectives to explain and predict relationships between and among organizational units.
6. To explore organizational, administrative, managerial, leadership strategies for the issues inherent in various frames, metaphors and theories of organization.
7. To think critically about the purposes and social functions of organizations.
8. To examine the processes of organizational change implied by various frames, metaphors, and theories.
9. To locate human responsibility, and thus, ethical leadership, within human organizations.

**CLASS MEETINGS:**

<u>Class:</u>	<u>Day:</u>	<u>Date:</u>	<u>Tentative Readings/Class Topics:</u>
01	Wed.	08/24	<u>Unit of Study: Developing Cognitive Complexity (aka "Don't Deceive Yourself: It's more Complicated Than You Think")</u> Topic: <b>Insight, Organizations, Management, and Leadership;</b> <b>Exercise #1 Introduction (Course Webpages)</b>
02	Wed.	08/31	Topic: <b>The Structural Frame (BD - pp. 43-116)</b> <b>Due:</b> □ <i>Exercise #1 (Organizational Biography/SWOT Analysis and Chart)</i>
03	Wed.	09/07	Topic: <b>The Human Resource Frame (BD - pp. 117-187)</b>
04	Wed.	09/14	Topic: <b>The Political Frame (BD - pp. 189-246)</b> <b>Due:</b> □ <i>Exercise #1 revision (if necessary)</i>
05	Wed.	09/21	Topics: <b>The Symbolic Frame (BD - pp. 247-308);</b> <b>Exercise #2 Introduction</b>
06	Wed.	09/28	<u>Unit of Study: Self-Change and Organizational Change (aka "All Organization Change Begins With Self-Change")</u> Topic: <b>Reflective Practice and Organizational Leadership (Course Webpage)</b>
07	Wed.	10/05	Topic: <b>Four Views of Reality (McW - pp. 1-28)</b>
	Wed.	10/12	<b>No Class: FALL BREAK</b>
08	Wed.	10/19	<b>No Class: NASPAA Annual Meeting</b>
09	Wed.	10/26	Topic: <b>The Six Modes of Change and The Games of Change (McW – pp. 29-53, 55-65)</b>
10	Wed.	11/02	Topic: <b>The Grand and Minor Pathways (McW - pp. 67-118)</b>
11	Wed.	11/09	<u>Unit of Study: Building Leadership Density (aka "Getting Followers To Solve Their Own Problems")</u> Topic: <b>Learning Orientations (DN - 3,4: pp. 39-80)</b> <b>Due:</b> □ <i>Exercise #2 (Organizational Change Proposal)</i>
12	Wed.	11/16	Topic: <b>Facilitating Factors; Exercise #3 Introduction (DN - 5,6,7,8: pp. 83-176)</b>
	Wed.	11/23	<b>No Class: THANKSGIVING BREAK</b>
13	Wed.	11/30	Topic: <b>Assessing Learning Capability (DN - 1,2,9,10,11: pp. 3-38, 179-204)</b> <b>Due:</b> □ <i>Exercise #3 (Leadership Definition &amp; Self-Learning)</i>
14	Wed.	12/07	<u>Unit of Study: Managing and Leading Human Organizations (aka "Knowing Your Job and Letting Your Followers Do Their Jobs")</u> Topic: <b>Improving Leadership Practice: A Realistic Theory</b> Readings: BD (Part One, pp. 1-42; 309-438)

BD = Bolman & Deal Text    McW = McWhirney *et al.* text    DN = DiBella/Nevis text

### **REQUIRED COURSE TEXTS:**

- Bolman, L., & Deal, T. (2008). *Reframing organizations: Artistry, choice and leadership* (4<sup>th</sup> ed.). San Francisco, CA: Jossey- Bass.
- DiBella, A. J., & Nevis, E. C. (1998). *How organizations learn*. San Francisco, CA: Jossey-Bass Publishers.
- McWhinney, W., & Webber, J., Smith, D., & Novokowsky, B. (1997). *Creating paths of change* (2<sup>nd</sup> ed.). Newberry Park, CA: Sage Publications.

(Though not a required text, it is highly recommended that each student purchase the *Publication Manual of the American Psychological Association*, 6<sup>th</sup> edition [spiral bound: ISBN 1-4338-0562-6]. The *Concise Rules of APA Style* is **not** to be used. All work submitted for MPA 8300 must conform with and will be graded according to APA guidelines.)

### **STUDENT REQUIREMENTS:**

To complete this course successfully, each student will:

- a. complete the required readings *prior to* class sessions,
- b. attend and participate intelligently in all class sessions; and,
- c. complete the semester project.

It is the policy of Villanova University to make reasonable academic accommodations for qualified individuals with disabilities. If any student has a disability and wishes to request accommodations to complete the course requirements, please make an appointment with Fr. Jacobs as soon as possible to discuss the request. Since there are documentation requirements, students with disabilities should contact the Office of Learning Support Services (610-519-5636) or visit the Office in Geraghty Hall *prior to* scheduling a meeting with Fr. Jacobs.

### **STUDENT EVALUATION:**

		<u>GRADE:</u>	<u>POINTS:</u>
(1)	Project (Exercises 1-3):	80%	"A" □ 90% top 10%
(13)	Class Participation:	<u>20%</u>	"B" □ 80% top 20%
			"C" □ 70% top 30%
	FINAL GRADE:	<u>100%</u>	"F" □ 60%
			"N" = incomplete