

# Organizations and Policy

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Last Updated: Mon, 07/21/2025

**Course prefix:** PUBP

**Course number:** 2030

**Section:** M

**CRN (you may add up to five):**

83502

**Instructor First Name:** You Na

**Instructor Last Name:** Lee

**Semester:** Fall

**Academic year:** 2025

**Course description:**

This class provides foundational knowledge about organizations and management. The instructor will present materials to facilitate discussions, while students are expected to contribute their own experiences. Together, we will co-construct the learning environment. The goal of this class is for students to be able to draw on the shared knowledge when they enter the workplace, helping them navigate their organizations and make better decisions.

**Course learning outcomes:**

- Foundational knowledge about organizations and management
- Build the ability to navigate their organizations and make better decisions

**Required course materials:**

**Weekly Schedule**

**Week 1 - Aug 18**

**TOPIC: Introduction**

Readings:

Simon, H. (1946). The Proverbs of Administration. *Public Administration Review*, 6(1), 53-67.

**Week 2 - Aug 25**

## **TOPIC: Scientific Management**

**Readings:**

Fry, B. R., & Raadschelders, J. C. (2013). Mastering Public Administration: From Max Weber to Dwight Waldo: CQ Press. Ch2. Frederick W. Taylor: The Man, the Method, the Movement

### **Week 3 - Sep 1 - Labor Day**

### **Week 4 - Sep 8**

## **TOPIC: Rationalization**

**Readings:**

Fry, B. R., & Raadschelders, J. C. (2013). Mastering Public Administration: From Max Weber to Dwight Waldo: CQ Press. Ch1. Max Weber: The Processes of Rationalization.

### **Week 5 - Sep 15**

## **TOPIC: New Public Management**

**Readings:**

Gen, S., & Kingsley, G. (2007). Effects of contracting out engineering services over time in a state department of transportation. *Public Works Management & Policy*, 12(1), 331-343.

Ramesh, M. (2008). Autonomy and control in public hospital reforms in Singapore. *The American Review of Public Administration*, 38(1), 62-79.

### **Week 6 - Sep 22**

## **TOPIC: Paper 1**

### **Week 7 - Sep 29**

## **TOPIC: Bounded Rationality & Decision Making**

**Readings:**

Cohen, M. D., & March, J. G. (1974). Leadership in an organized anarchy. In Leadership and Ambiguity (pp. 195-215). Boston: Harvard Business School Press.

Mintzberg, H. (1990). The manager's job: Folklore and fact. Harvard Business Review.

## **Week 8 - Oct 6 - Fall break**

## **Week 9 - Oct 13**

### **TOPIC: Data & Decision Making**

Readings:

Lewis, M. (2018). The fifth risk: undoing democracy. New York: W. W. Norton & Company, 223-254.

Lewis, M. (2016). The undoing project: A friendship that changed the world: Penguin UK, Ch6. The mind's rules (pp165-195).

Bias Is a Big Problem. But So Is 'Noise.' The New York Times (2021)

<https://www.nytimes.com/2021/05/15/opinion/noise-bias-kahneman.html>

Maltz, M. D., Gordon, A. C., & Friedman, W. (1991). Ch7. Detective Use of the Mapping System. In Mapping Crime in Its Community Setting (pp. 91-106): Springer

## **Week 10 - Oct 20**

### **TOPIC: Organizational Wrongdoing**

Readings:

Coin of Realm in China Graft: Phony Receipts

<https://www.nytimes.com/2013/08/04/business/global/coin-of-realm-in-china-graft-phony-receipts.html>

White-Collar Crime: How to Scandal Proof Your Company

<https://hbr.org/2019/07/white-collar-crime#how-to-scandal-proof-your-company>

## **Week 11 - Oct 27**

### **TOPIC: Informal Structure**

**Readings:**

Blau, P. 1955. "Consultation among colleagues." Ch. 6 in *Dynamics of Bureaucracy*. Chicago: Chicago.

Dalton, M. 1959. "Interlocking of official and unofficial reward." From *Men Who Manage*. In O. Grusky and G.A. Miller, eds. 1981. *The Sociology of Organizations*. New York: Free Press.

**Week 12 - Nov 3****TOPIC: Paper 2****Week 13 - Nov 10****TOPIC: Public Sector Innovation****Readings:**

Borins, S. (2001). The Challenge of Innovating in Government. Retrieved from <http://businessofgovernment.org/sites/default/files/BorinsInnovatingInGov.pdf>

Torfing, J., & Triantafillou, P. (2016). Public innovations around the world. *Enhancing Public Innovation by Transforming Public Governance*, 71-94.

**Week 14 - Nov 17****TOPIC: Power in Organizations****Readings:**

Hickson, D.J., C.R. Hinings, C.A. Lee, R.E. Schneck, and J.M. Pennings. 1971. "A strategic contingencies' theory of intraorganizational power." *Administrative Science Quarterly* 16:216-229.

Salancik, G.R., & Pfeffer, J. (1974). The bases and use of power in organizational decision making: The case of a university. *Administrative Science Quarterly* 19:453-473.

**Week 15 - Nov 24****TOPIC: Organizational Networks****Readings:**

Krackhardt, D. and J.R. Hanson. 1993. Informal Networks: The Company Behind the Chart. Harvard Business Review Juny-August, 1993: 104-111.

Uzzi, B. and J. Spiro. 2005. "Collaboration and Creativity: The Small World Problem." American Journal of Sociology 111(2):447-504.

## **Week 15 - Dec 1**

### **TOPIC: Paper 3**

#### **Grading policy:**

Three Papers (30 per each)

#### **Attendance policy:**

Participation (10)

#### **Academic honesty/integrity statement:**

Students are expected to maintain the highest standards of academic integrity. All work submitted must be original and properly cited. Plagiarism, cheating, or any form of academic dishonesty will result in immediate consequences as outlined in the university's academic integrity policy.

#### **Core IMPACTS statement(s) (if applicable):**

**This is a Core IMPACTS course that is part of the Social Sciences area.**

Core IMPACTS refers to the core curriculum, which provides students with essential knowledge in foundational academic areas. This course will help students master course content, and support students' broad academic and career goals.

This course should direct students toward a broad Orienting Question:

- How do I understand human experiences and connections?

Completion of this course should enable students to meet the following Learning Outcome:

- Students will effectively analyze the complexity of human behavior, and how historical, economic, political, social, or geographic relationships develop, persist, or

change.

Course content, activities and exercises in this course should help students develop the following Career-Ready Competencies:

- Intercultural Competence
- Perspective-Taking
- Persuasion