Organizational Theory and Behavior
MLS 5315
AUGUST 22 – OCTOBER 13, 2017
TUESDAYS
5:00p.m. - 8:00 p.m.
USASMA

Hybrid Curriculum

Instructor: Leticia Paez, MA., MPA
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Course Description

The course will be conducted using the basic principles of adult learning those being (1) participants learn best when they feel valued, (2) new material is related to what they already know and (3) material is relevant to their professional development and their day to day activities.

Course Structure

Organizational Theory and Behavior is a course of the Master of Arts in Leadership Studies (MLS) Program. The course is delivered via the Hybrid method, consisting of classroom instructions and online assignments.

Course Objectives

By the end of this class you will:

1. Describe the evolution of organizational theory taking into account history, power & politics, organizational culture, and human resource theory.
2. Explain the “functioning” of bureaucracy with focus on accountability and performance in organizations.
3. Categorize the role of various values in the development and functioning of organizations and how these values relate to organizational theory.
4. Contrast the issue of gender in the evolution of organizations in modern day time.

Course Requirements & Expectations

To get a grade of A you must participate throughout the course in all the activities AND actively engage in critical thought exercises. You must make sure that you double check
all your work for accuracy of content and language (spelling, grammar etc.). Please remember that according to the UTEP grading schedule A=Excellent therefore you must demonstrate excellence to get an A.

Student performance will be evaluated on class participation, online assignments, photo story presentation, lessons learned as well as an open book final exam.

**ON-LINE ASSIGNMENTS**-(4) should be equivalent to 3-5 pages in length and must be submitted to my email address as an ATTACHMENT by 10:00 p.m. on the Sunday following the posted date on your SYLLABUS. I will post ON LINE ASSIGNMENTS on the BLACKBOARD. I will also check the BLACKBOARD twice per day in the event that there are any group questions/concerns. **DO NOT SUBMIT YOUR ON-LINE ASSIGNMENTS ON BLACKBOARD.** They must be submitted via email ATTACHMENT to lpaez@utep.edu.

**LESSONS LEARNED**-(5) must be posted on due date **ON BLACKBOARD (DISCUSSION SECTION)** no later than 10:00 p.m. on SATURDAY following each assigned class session. If you do not submit your lesson learned by the deadline, you will lose ½ of the number of corresponding points for this learning activity. Lessons learned DO NOT have to follow APA format. However, they should be written addressing 3 aspects those being (a) what the most important lesson learned from that particular class session (b) why is this lesson learned important to you and (c) how could/would you apply the lesson learned to an organization in the private sector (please specify which organization you are making reference to). There is no required length for these posting but you should include sufficient information to cover ALL THREE ASPECTS of these assignments. Each student is REQUIRED to (1) post a lesson learned as specified in the course assignments **AND** respond to 2 lesson learned as posted by the other students in the class in order to enrich the learning and BBL discussions.

All written assignments will be suitable for a professional/scholarly audience reflecting graduate level writing abilities, as well as be professional in overall appearance and organization. You are reminded to please cite all authors and literature appropriately utilizing APA format. Written assignments, including final exams, must be submitted in 12 point, 1 inch margins, double spaced following APA guidelines. APA Guidelines can be accessed using the Publication Manual of the American Psychological Association 5th edition.

Additionally, all assignments, written or oral, are expected to be completed on the due date. **Any assignment not submitted in the correct format or on time will result in 1/2 of the points being deducted from its final grading.**
Grading Structure

Everyone starts this class with 0 points and you earn as many points as your work effort and class participation reflects. Attendance is REQUIRED at each class session. In the event that you need to be absent from class, please inform the instructor IN ADVANCE. **Anymore than one absence will result in a course grade of “W” and the student will be advised to take the class at some other time. If the official University withdrawal date has passed, the student will receive an INCOMPLETE for any more than 1 class absence.**

It is expected that all learners participate in the classroom activities, complete online assignments, and take/pass the open book final exam. Class participation is crucial in this course to keep the class interesting for you and for the teaching team. Class participation will be evaluated on clarity, accuracy, precision, relevance, depth, breadth, logic, significance and fairness.

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<tr>
<td>Final exam</td>
<td>30 points</td>
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<tr>
<td>Photo Story Presentation</td>
<td>25 points</td>
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<td>Online Assignments (5 assignments @ 4 points each)</td>
<td>20 points</td>
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<td>Lessons Learned (5 lessons @ 4 points each)</td>
<td>20 points</td>
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<tr>
<td>Class Participation &amp; Attendance</td>
<td>5 Points</td>
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<td><strong>Total:</strong></td>
<td><strong>100 Points</strong></td>
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The **FINAL EXAM** must be EMAILED to me as an ATTACHMENT by the due date/time in order for it to be graded. Final exams not submitted on time will not be graded and will result in a grade of “0”. The objective of the final exam is to evaluate and measure the students’ understanding and comprehension of the materials presented. **DO NOT POST FINAL EXAM ON BLACKBOARD.**

Use of laptop computers while in class is allowed to the extent that your work on the laptop is focused to class topics and assignments. I do not consider it appropriate to be surfing the net, checking email, sending text messages, playing computer games, watching videos, etc appropriate class activity. Doing any of these activities is disrespectful to your classmates and interrupts the learning process. If you are using your laptop for any activity other than class related work, you will be asked to not bring your laptop to future class meetings. **Students using a laptop in class are required to arrange for seating in the first two rows (center) of classroom space.** A few suggestions that will help the use of laptops in class:

- Charge your laptop batteries fully before coming to class
- Set your laptop volume control to mute or off before coming to class

**Cell phones** are to be placed on “silent” mode during class sessions and are **not to be answered during class time. Texting during class is NOT permitted.** Please refrain
from use of cell phone during regularly scheduled class time with the exception of
scheduled breaks at which time you can use your cell phone as you wish.

**MLS 5315**

**Course Texts**

**BESURE TO GET THE CORRECT EDITION OF THE TEXTBOOKS ASSIGNED BECAUSE IF YOU DON”T THE PAGE ASSIGNMENTS AND RELATED READINGS WILL IN SOME INSTANCES NOT COINCIDE.**

1. **Bureaucracy and Democracy: Accountability and Performance 2nd Ed.** D.C. Congress Quarterly Press (GB)
   \[**ISBN-10:** 0872893472 or **ISBN-13:** 978-0872893474\]

   \[**ISBN-10:** 093454056X or **ISBN-13:** 978-0934540568\]


   \[**ISBN-10:** 0815320728 or **ISBN-13:** 978-0815320722\]
## Course Schedule and Related Assignments

<table>
<thead>
<tr>
<th>DATES</th>
<th>TOPIC</th>
<th>ASSIGNMENTS</th>
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<tr>
<td><strong>TUESDAY</strong>&lt;br&gt;August 22, 2017</td>
<td><strong>Course Expectations/Introductions / Logistics/ Team Assignments/Overview</strong></td>
<td>Please prepare a personal introduction to submit via email to me by August 29, 2017. Please include the following information: (1) where you are from (2) your undergraduate degree (3) info about your family (4) your hobbies (5) what you hope to do upon completion of your MLS degree, (6) your cell phone number and (7) <strong>UTEP EMAIL ADDRESS.</strong> ALL STUDENTS ARE REQUIRED TO HAVE A UTEP EMAIL ADDRESS. Please send this assignment as a standard email format.</td>
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<td><strong>TUESDAY</strong>&lt;br&gt;August 29, 2017</td>
<td><strong>TOPIC: Organizational Theory Overview and Neo Classic, Power and Organizational Culture</strong></td>
<td>Class Discussion on Assigned readings as listed for August 22, 2017  &lt;br&gt;<a href="#">Lesson Learned #1</a>  &lt;br&gt;<strong>ON LINE ASSIGNMENT #1 POSTED ON BLACKBOARD</strong></td>
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<td><strong>TUESDAY</strong>&lt;br&gt;September 5, 2017</td>
<td><strong>NO CLASS TODAY</strong></td>
<td><strong>ON-LINE ASSIGNMENT #2 POSTED ON BLACKBOARD</strong></td>
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<td><strong>TUESDAY</strong>&lt;br&gt;September 12, 2017</td>
<td><strong>TOPIC: Social and Formal Organizations Power and Decision Making</strong></td>
<td>Amador Aguillen  &lt;br&gt;<strong>READINGS: (SOJ) Articles 20 and 22</strong>  &lt;br&gt;The Concepts of Formal Organizations (20)  &lt;br&gt;The 5 Basic Parts of the Organization (22)**</td>
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<td>Date</td>
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<td>Readings</td>
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<td>Tuesday, September 19, 2017</td>
<td>Organizational Values and Culture</td>
<td>(VW) Chapter 1 The Five Value Sources Used In Decision Making in the Public Sector, (VW) Chapter 4 &amp; Encouraging the “Right” Values (VW) Chapter 11</td>
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<td>Tuesday, September 26, 2017</td>
<td>The Group Process and Organizational Behavior &amp; The Human Relations Approach</td>
<td>(BF) Chapter 4/5 The Group Process (4) The Human Relations Approach (5), BBL Human Resources Approach Articles 1, 2 and 3</td>
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<td>Tuesday, October 3, 2017</td>
<td>Gender and Age Gap Impact on Modern Day Organizations</td>
<td>GENDER ARTICLES #2 and #4 LISTED ON BBL as assigned and (SOJ) Article 42 Gendering Organizational Theory</td>
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In completing the Photo Story assignment, you will need to do some “out of the box” thinking in order to address each of the questions noted below. Each of the questions can be addressed/answered by using **abstract thinking and through the use of photography** (one photo or multiple photos until you feel you have sufficiently addressed the topic). The idea of your Photo Story assignment is to (a) have you present your topic and (b) stimulate class discussion on your assigned topic. You may want to do this exercise from the perspective of your life as a CIVILIAN once you leave military service. For our non-military students, of course you want to do your presentation from a CIVILIAN perspective as well.

**Step 1** is to decide how you will approach this assignment … in other words, develop a plan and select a **CONCEPT** which you will want to utilize in addressing this assignment.

**Step 2** involves the actual TAKING of photographs to address/depict each question below. When taking photos of individuals, please be sure to obtain consent in advance. To the extent possible, it is recommended that you photograph objects or “concepts” in order to avoid the need for consent. **Internet photographs are not allowed nor are photos of past military experience.** The idea is to **BE CREATIVE** …TAKE photos to DESCRIBE/DEPICT each of the 11 questions below. All photography should be original and specific to address the 11 key aspects of this assignment as noted on PAGE 8 of this SYLLABUS.

**Step 3** is to develop your presentation for the class. This should be done through a Power Point Presentation which will need to be subscripted or in some form, in a few words, tell the story on your assignment and what question each photograph addresses/depicts. All power point slides to be labeled according to the key aspect being addressed. **Power Point Presentations should be submitted to me via email prior to the actual**
presentation. Also, please bring your Power Point Presentation to class on a disk format for your presentation.

Step 4 is to make your presentation to the class on the assigned date and discuss how, why and what your photos portray. In other words, explain WHAT EACH of your PHOTOS depict as they relate to the question you are attempting to address. Your presentation is approximately 30 minutes in length allowing time for class discussion. (TOTAL TIME NOT TO EXCEED 30 MINUTES including Q & A and class discussion).

1. Define your topic or subject area AND LABEL your slides
2. What are the key points of your topic or as they related to organizational theory/behavior?
3. How does your topic influence organizational behavior?
4. What does your topic contributes to organizational culture?
5. What does your topic contribute to organizational values?
6. What impact does your topic have on leadership?
7. What leadership style would be most appropriate to your assigned topic within the context of today’s organization?
8. What impact does your topic have on the organizational functioning?
9. How does your topic address gender issues in organizational behavior?
10. What impact does your topic have on human resource development within your own specific organization?
11. Discuss/describe your own work environment within the context of your assigned topic.

The idea of this assignment is to get you to think, contrast, compare, reflect, and gain an understanding of the overall meaning of your topic/subject area. This assignment cannot be done in a classroom setting and requires CREATIVITY AND ANALYTICAL THINKING and lots of imagination. Set your mind and your camera free. The assignment is intended to be creative and fun so there is no need to STRESS over this.

Your classmates are expected to have read the materials assigned for each class session. Based on the assigned reading for a particular day, EACH CLASS MEMBER is required to bring ONE DISCUSSION QUESTION for each PHOTO STORY PRESENTATION.