This doctoral seminar provides an overview of some of the key theories of organizations as they apply to public and nonprofit management. The course builds on the first-year required course PPM 504 Institutional Perspectives. We will review some readings and topics from that course on our way to new insights. Students wishing to take the course who have not taken PPM 504 will be required to do some additional reading prior to taking this course.

The course has three goals:

1) Give doctoral students an overview of the main theoretical perspectives on organizations and organizational behavior with a focus on theories with greatest application to public and nonprofit organizations.
2) Provide an understanding of the development of the fields of public administration and management.
3) Examine key dilemmas and debates in the study of the management of public and nonprofit organizations.

By the end of the course, doctoral students should be able to:

1) Use organizational frameworks and public management literature for framing their own research.
2) Link empirical management dilemmas to theory.
3) Understand the theory and frameworks underlying masters’ level public and nonprofit management courses.

Required texts:

ASSIGNMENTS AND GRADES
You are required to write a memo on the readings for each class meeting. Your memos are due by 12pm on the day before class. Memos should be 2-3 pages long, synthesizing and critiquing the readings. For each paper, try to think of a few research questions or hypotheses that you could incorporate into a dissertation project.

- Weekly Memos: 100%

ACADEMIC INTEGRITY
As a student in this course, you acknowledge that you are a member of a learning community in the Evans School of Public Affairs that is committed to the highest academic standards. As a member of this community, you agree to uphold the fundamental standards of honesty, respect and integrity, and you accept the responsibility to encourage others to adhere to these standards. If you are uncertain about whether a particular action constitutes academic misconduct, please ask me or the teaching assistant for guidance before an assignment is due. You must write your own memos, not copy or paraphrase memos others have written. Plagiarized memos will receive a grade of 0. Group projects must also be original work done by the group.

STATEMENT ON DISABILITIES:
The university will provide reasonable accommodation of academically qualified students with disabilities so those students can participate fully in the university’s educational programs and activities. Any student requesting academic accommodation based on a disability is required to register with Disability Resources for Students (DRS). You can apply at this website: depts.washington.edu/uwdrs/ Please inform me of your accommodation so that I can prepare adequate resources for you.
Schedule and Reading List

**Week 1: Introduction to Theory of Public & Nonprofit Organizations**

Scott and Davis, Chapter 1.

Rainey, Hal. Chapters 1-3.


**Recommended:**


Week 2: Rational Systems and Decision-Making in Organizations

Scott and Davis, Chapter 2 (review from PPM 504)


**Week 3: Natural Systems, Organizational Goals and Ambiguity**

Scott and Davis, Chapter 3 & 8
Rainey, Chapter 6: Organizational Goals and Effectiveneess

**Review:**


**New:**


**Optional:**

Week 4: Open Systems; Sensemaking, Coupling, and Legitimacy

Scott and Davis, Chapter 9 (review of Transaction costs economics)


**Week 5: Organizational Structures; Professionalization and Rationalization**

Scott and Davis, Chapter 10
Rainey, Chapter 8: Organizational Structure, Design, Technology


Week 6: Power, Groups and Teams

Rainey, Chapter 12: Teamwork: Understanding Communication and Conflict in Groups.


Week 7: Motivation, Trust & Leadership

Rainy, Chapter 9 & 10: Understanding People in Public Organizations.


Week 8: Organizational Culture & Learning

Rainey, Chapter 11: Leadership, Managerial Roles and Organizational Culture


**Week 9: Networks & Collaborative Governance**

Scott and Davis, Chapter 11.


Isett, Kimberly et al. Networsk in Public Administration Scholarship: Understanding Where we are and where we need to go. JPART.

**Review:**


Week 10: Nonprofit Organizations; Contracting


