Instructor Contact

Office: 308
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Course Objectives  This course is designed for Master’s students who manage public organizations in near future. To meet this purpose, this course emphasizes two objectives: understanding of key concepts in public organization theories and applications of theories to real world problems. At the end of the course, students are expected to be strong on both theory and practice.

Teaching Approach  In this course, each student will choose a topic(s) from the reading list and lead the class with his/her chosen topic. Assigned students will be asked to distribute a summary with discussion topics prior to class (three days before their presentation) and to lead a group discussion. The instructor will mainly moderate the class and give lecture when necessary. The instructor will assign cases related to topics to students, and individual students will present his/her analyses in class. More details will follow in the evaluation section.

Course Readings

- Additional reading articles will be distributed in class.

Evaluation (Total 100 points)

- Case Analyses (30 points)
- Individual Project (30 points)
- Final Exam (30 points)
- Class Participation (10 points)

Class Case Analysis (30 Points) Every week, a case will be assigned (total of 6 cases with 5 points per case). Students will analyze each case and submit their analysis.
The analysis should include 1) a summary of the situation, 2) application of theories, and 3) your own answers to discussion questions (no more than 5 pages).

**Individual Project (30 Points)** This project aims at preparing students for their thesis writing. Each student will be required to submit an empirical research paper that analyzes his/her own research question related to organization theories. The instructor will provide data for analysis. Students may collect and analyze their own data. The paper format should be double-spaced with 1-inch margins and 12 points Times and New Roman font. Paper due is June 7th. On the date of paper submission, each student will present their paper in class. The following are evaluation criteria:

- How well the research question(s) is chosen;
- How well the hypotheses are developed;
- How well theories are chosen and applied;
- How well the frameworks are analyzed;

**Final Exam (30 Points)** Final exam is an open book, open note exam. Students will choose two cases out of three cases given by the instructor. Using available resources, students will be asked to analyze cases.

**Class Participation (10 Points)** Class participation includes attendance and participation in class discussion. Class attendance is required. Any unexcused absence will result in a 25% reduction in the class participation grade. This means that if a student misses classes four times, he/she will get zero (0) point for class participation. Absence due to medical emergency (involving yourself or your immediate family) may be allowed. In such cases, students should submit documentation such as a doctor’s note. Perfect attendance does not guarantee a perfect class participation grade. Students are expected to read the assigned materials and to participate in class discussion. Active participation will lead to a high score in class participation. This grade is determined at the instructor’s discretion.
Class Policies

**Attendance** Required. See ‘Class Participation’ above for more details.

**Disabilities** Students with any form of disabilities should notify the instructor by the second week of the class so that the instructor can make reasonable accommodations.

**Syllabus** This syllabus is tentative. The instructor reserves the right to modify any parts of the plan as necessary. Students will be notified of any such change.

**Make-up Exam** Make-up exams will not be given unless students miss the exam day due to medical emergency. Check ‘Class Participation’.

**Claims for Grading** If students think their grading is not fair, submit a one-page claim report to the instructor. The instructor may re-check their grading based on the submitted report. However, this does not guarantee a change. Other than this, the decision will be final.

**Academic Honesty** Academic Honesty is taken very seriously in this course. Students are required to be aware of the University’s Academic Honesty Policy (www.iuj.ac.jp/gsir/student_info/Handbook2011.pdf). All students are responsible for maintaining the highest standards of honesty and integrity in every phase of their academic careers. The penalties for academic dishonesty are severe, and ignorance is not an acceptable defense. Each student is responsible for understanding these standards before performing any academic work.

**Class Etiquette** Electronic devices are not allowed in the class. Cell phone ringers and pagers should be turned off. Only those who sit in the front row are allowed to use their laptop, and only for taking notes. Reading the newspaper, talking during lectures, leaving class early, text messaging, emailing, and non class-related web surfing are prohibited in class. Please arrive on time.
Course Schedule

Week 1 (April 5) Introduction, Public Organizations: Overview


Week 2 (April 12) Classical Organization Theory


- Case Analysis 1

Week 3 (April 19) Neo-classical Theory


- Case Analysis 2
Week 4 (April 26) “Modern” Organizational Theory (I): Structural Approaches


- Case Analysis 3

Week 5 (May 3) “Modern” Organizational Theory (II): Economic Approaches


- Tinker Toy

Week 6 (May 10) Power and Politics in Organizations


- Case Analysis 4

**Week 7 (May 17) Organizational Dynamics: Change and Stability**

- Rainey, Chapter 13


- Case Analysis 5

**Week 8 (May 24) Networks**


- Case Analysis 6

**Week 9 ( ) Public Organizations of the Future**


**Week 10 (June 7) Individual Paper Presentation**

**Week 11 (June 14) Final Exam**

**Important Date**

No Class (May 31: Make-up will be discussed)  
Individual Paper Due (June 7)  
Final Exam (June 14)