

# Organizational Theory and Management

Overview	
Chapter 2	Organizational Theory Management
Objective	After viewing an extensive PowerPoint and discussing literature on administrative and organizational theory, students will identify and apply these theories to an organization effectiveness simulator.
Materials	PPT, textbook, projector, computer, notebook
Instruction	
Introduction	<ol style="list-style-type: none"> <li>1. Before beginning the lecture, have students complete the <i>X-Y Theory Questionnaire</i> in their textbooks (Exercise 2.2).</li> <li>2. After students have taken the questionnaire, have them share their responses. Introduce today's lecture topic by defining Theory X and Theory Y. "Theory X assumes that individuals dislike work ... Theory Y is an open model that assumes individuals enjoy work and embrace responsibility ..."</li> <li>3. Segue into today's lecture topic: "These are just two of the many theories relating to efficient administration of an organization."</li> </ol>
Lecture Notes	<p>Spend time reviewing the PowerPoint slides provided on the CD, reviewing the chapter that have already read. Field any questions.</p> <p>Lecture Slides:</p> <ul style="list-style-type: none"> <li>• Classical Era <ul style="list-style-type: none"> <li>○ Taylor</li> <li>○ Weber</li> <li>○ Gullick and Urwick</li> <li>○ Fayol</li> </ul> </li> <li>• Neo-Classical Era</li> </ul>

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	<ul style="list-style-type: none"> <li>○ Simon</li> <li>○ Merton</li> <li>○ Waldo</li> <li>○ Selznick</li> <li>○ Barnard</li> <li>● Humanizing Theory             <ul style="list-style-type: none"> <li>○ Parker Follett</li> <li>○ Maslow</li> <li>○ McGregor</li> </ul> </li> <li>● The Contemporary Theories             <ul style="list-style-type: none"> <li>○ Structural</li> <li>○ Systems</li> <li>○ Quality</li> <li>○ Economic</li> <li>○ Culture</li> <li>○ NPR</li> </ul> </li> <li>● The Continuum of Change</li> </ul>
Interactive Practice	<p>First, complete Exercise 2.1: Managerial Priorities: Rate the five most important managerial responsibility in descending order from 1 to 5. The list you have generated will assist you in completing Exercise 2.3.</p> <p>Discuss results with the person next to you, compare and contrast.</p> <p>Then, instructor will take a “poll” of which statement was ranked as the most important vs. which statement was least important. Ask students to raise their hands or share their responses to see which statement was voted most</p>

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	important or least important. Use this activity to segue into today's longer independent practice that reinforces and tests their understanding of the theories.													
Independent Practice	<p>Test your understanding of organizational theory through a series of exercises provided on the Booz &amp; Company website. Identify the organizational flashpoints and create a strategy to address them. Using this simulator, test your strategy and evaluate the results.</p> <p>After you have completed this exercise, analyze the process for:</p> <ul style="list-style-type: none"> <li>• diagnosing the flashpoints</li> <li>• creating the strategy</li> <li>• assessing the results.</li> </ul> <p>Write a short report evaluating the results of the strategies you implemented. Would you have done anything differently?</p>													
Lesson Closure	<p>Due to the lengthy and complicated nature of this particular chapter, use any remaining time in class to field questions and check for comprehension. Have students write down any concerns or confusion they may have regarding particular theories.</p> <p>Another helpful strategy to reinforce understanding would be to have students summarize each theory and/or create a chart with keywords/authors for each particular theorist. For example:</p> <table border="1"> <thead> <tr> <th>Theory</th><th>Author</th><th>Date</th><th>Key Words</th><th>Comments</th></tr> </thead> <tbody> <tr> <td>Four Principles of Scientific</td><td>Frederick Taylor</td><td>1911</td><td><i>Principle 1:</i> Adopt laws and formulas ...</td><td></td></tr> </tbody> </table>				Theory	Author	Date	Key Words	Comments	Four Principles of Scientific	Frederick Taylor	1911	<i>Principle 1:</i> Adopt laws and formulas ...	
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## CHAPTER 2

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	Management			<i>Principle 2:</i> Study capabilities of workers ... <i>Principle 3:</i> Fuse work procedures ... <i>Principle 4:</i> Equal division of ...	
Summary	The challenges and opportunities for public administration and the evolution of organization theory and management are defined and analyzed. Classical, neo-classical, behavioral, and contemporary theories and practices are discussed and synthesized.				
Readings	Chapter 3				