

PLS 500 – Managing Public and Nonprofit Organizations

Exercise: Bureaucracy and Theories of Organizational Effectiveness

Directions: Answer the following questions as a group using the cases we have discussed so far this semester. Be sure to appoint someone to be the spokesperson to report out the answers for your group.

- The readings in Tompkins illustrate that organizational theories frequently have different views about the factors that contribute to organizational effectiveness. Where would you place each case within the competing values framework discussed in Tompkins (Figure 3.1)?
 - What values orientation (implicit or explicit) seems to drive the managers/administrators in each case? What values orientation should managers/administrators have in each case?
 - What mechanisms for coordinating and controlling work activities do the managers rely upon? What coordination mechanisms should they use?
 - What motivational strategies do the key actors rely upon? What coordination mechanisms should they use?
- Based on this analysis, which of the following theories seem to best explain the problems experienced in the case?
 - Max Weber’s Theory of Bureaucracy
 - Scientific Management Theory (Frederick Taylor)
 - Administrative Management Theory (Henri Fayol & Luther Gulick)
 - Merton’s Structural-Functional Theory
 - Open-System Perspective – Contingency Theory
 - Pre-human Relations Theory (Mary Parker Follett)
 - Human Relations Theory (Elton Mayo & Hawthorne Studies)
- How can the theories be used to justify actions to address problems?