

Public Management  
PADP 6960

Fall 2017  
Thursday: 6:30-9:15  
Classroom: MLC 367

Instructor: Dr. Jae Young Lim  
Office Hours: after class / 2-4 pm., Friday  
E-mail: jyylim@uga.edu

### Course Objectives

This course explores the following topical areas:

- Organizational environment
- Organizational goals and effectiveness
- Organizational structure and design
- Organizational change and innovation
- Organizational culture and ethics
- Strategy and decision-making processes
- Power, politics, and conflict in organizations
- Leadership
- Motivation
- Communication
- Team management

### Required Texts

- Daft, Richard L. 2016. Organizational Theory & Design. 12<sup>th</sup> ed. Cengage Learning. (11<sup>th</sup> edition (2013) is perfectly acceptable.)
- Rainey, Hal G. 2014. Understanding and Managing Public Organizations. 5<sup>th</sup> ed. Jossey-Bass.

### Optional

- Daft, Richard L. 2016. Management. 10<sup>th</sup> ed. Cengage Learning.

### Grading

- Attendance, Group Discussion, Weekly Group Presentation, and Discussion Sheet Submission: 40%
- Two Critical Book Review Paper: 30% (15x2)
- Group Case Study Presentation and paper: 30%
- Grade Range
  - A: 92.5 – 100 ;
  - A-: 89.5 – 92.49 ;
  - B+: 86.5 – 89.49;
  - B: 83.5 - 86.49;
  - B-: 79.5 - 83.49
  - C+: 76.5 - 79.49 ;
  - C: 73.5 – 76.49 ;
  - C-: 69.5 – 73.49;
  - D: 64.5 – 69.49 ;
  - F: below 64.5

### Class Expectations

Late projects will not be accepted without a valid excuse. All projects must be turned in at the beginning of class on the day it is due. I will not accept projects submitted electronically through my e-mail account. If you turn in a project late, for the project I will deduct a full letter grade for each 24 hours beyond the deadline (for instance, A to B instead of A to A-). All projects must be typed in double-space pages, in font 12 and Times New Roman.

Attendance at every class is expected. You are responsible to be on time as each class will begin promptly at 6:30 p.m. A class attendance sheet will be distributed at the beginning of each class and tardiness will be noted. You are permitted no-strings-attached one class absence this semester; after that, you will have to bring a valid excuse note in advance to me; a post-absence note is limited only to medical emergencies; I will not accept any absences without a note (sending me an e-mail, saying that you are sick, is not constituted as a valid note). One absence will lower your grade by 1/15<sup>th</sup> of your attendance / group discussion portion (2.67% of your total grade).

You may use a laptop for note taking only. Surfing the Internet, checking emails, instant messaging with your friends, and so on are not permitted; any inappropriate use of your laptop will result in your laptop privileges revoked during the rest of the semester. Please put your phone on vibrate at least as well. For e-mail communications, please keep your netiquette (<http://web.wellesley.edu/SocialComputing/Netiquette/netiquetteprofessor.html>).

For all projects, it is imperative that you avoid plagiarism. The University of Georgia requires all members of the university community to be responsible for knowing and understanding the policy on academic honesty. I will electronically check any projects deemed to be engaged in plagiarism and will take an immediate action to pursue further academic disciplinary action.

#### Class Format

For each class, there will be an hour lecture followed by a break and group discussions of two cases. The lecture will be condensed, focusing on importance issues, and will not cover assigned readings in their entirety. As such, the class is heavily discussion-oriented and it is imperative that you study assigned reading as well as cases; to stimulate weekly discussions on cases, it is imperative you take notes while reading them. Each week, you will be grouped with different colleagues to expose you to different viewpoints. We will have a long discussion on Case 1 and a short discussion on Case 2 (if time is allowed). For Case 1, the leader of each group will be asked to present one best solution (along with solutions considered, but dropped) and rationales behind it to the class. To ensure a fertile discussion environment, please maintain mutual respect and decorum for each other. Cases will be available on the LearningCommons site (eLC).

- Case 1 (approximately 60 minutes)
  - Group discussion (issue identification) (15 minutes)
  - Class discussion (10 minutes)
  - Group discussion (one best solution) (15 minutes)
  - Group presentation by the group leader (one best solution and rationales behind it) (5 minutes for each group)
  - Voting on the best solution and wrapping up (5 minutes)
    - The leader of each group must turn in a discussion sheet (detailing issues, one best solution, and rationales behind it) to me; for this, the leader has to take notes of his or her group discussions.
    - The discussion sheet needs to include all the names participating in the discussion
- Case 2 (approximately 20-25 minutes)
  - Group discussion (15 minutes) and class discussion (5-10 minutes)

#### Required Assignments

- Critical Book Review Paper (5 pages)
 

For each project, you are asked to choose a book among the list provided on the syllabus or a book of your choice (with my approval in advance for the latter case). For the project, identify what management issues the book addresses, give a brief summary of the book in your own words, and discuss any issues the book didn't address or need to address. Or discuss any issues you think it is worth mentioning regarding the book.
- Group Case Study Presentation and Paper (7-8 pages)
 

This is a collaborative project with your colleague. It is designed to provide you with an opportunity to practice your presentation skills as well as examine a case (pick any federal, state, or local government or a non-profit organization in the United States or other countries) and what management issues it faces and illuminate your colleagues on your case. You are advised to identify a problem/problems of your chosen government, why it has occurred, its trend (in the form of a figure/table if available), what threats it poses to the government (or implications), and what needs to be done to improve management. For the project, you may want to examine news outlets and

assess any management problems associated with the government, search for scholarly articles for deeper understanding of the issue, and go from there.

For the presentation, several classes at the end of the semester are assigned for the purpose. Each group (consisting of two colleagues) will be asked to present for 12 minutes and a few minutes of a Q & A session; it should not exceed for more than 15 minutes; depending on the number, some groups may consist of more than two colleagues. We will draw a lottery of which group will present when. A representative member must send a presentation file to me before noon on the day his or her group is scheduled to present.

\* All projects must be typed in double-spaced pages, in Font 12 Times New Roman as well as include a detailed bibliography section (not included in the page limit). For bibliography, consult with a scholarly journal and ensure references maintain some uniformity in style and format. Please do not include a direct quote of more than a few sentences or multiple quotes; with a direct quote, you have to include a page number in your reference; for everything else, if you rely on a source, you have to paraphrase any ideas or details from it in your own words with a citation (no page number needed unless it is a direct quote). If I consider your use of direct quotes to be too liberal, I will deduct a full letter grade for the project (for instance, A to B instead of A to A-).

\* Every project should include a page number.

\* Slides will be posted to the ELC site by Wednesday night before class; cases will be also posted to the ELC site at least five days before class.

#### Deviation from Syllabus

Deviation from this syllabus may become necessary. You will be advised in advance of any deviation in a timely manner.

Weekly Schedule

Week	Topics and Readings	Papers Due
W1 (8/17)	Introduction and Overview - Readings: <ul style="list-style-type: none"> <li>• Daft 1</li> <li>• Rainey 1</li> </ul>	
W2 (8/24)	Organizational Goals and Effectiveness - Readings: <ul style="list-style-type: none"> <li>• Daft 2</li> <li>• Rainey 6</li> </ul> - Group Discussion <ul style="list-style-type: none"> <li>• Case 1: Mayor Anthony Williams and Performance Management in Washington, DC (HKC)</li> <li>• Case 2: The Venable Museum of Art (Daft)</li> </ul>	
W3 (8/31)	Organizational Environment - Readings: <ul style="list-style-type: none"> <li>• Daft 4</li> <li>• Rainey 4</li> </ul> - Group Discussion <ul style="list-style-type: none"> <li>• Case 1: Fears and Realities: Managing Ebola in Dallas (HKC)</li> <li>• Case 2: IKEA: Scandinavian Style (Daft)</li> </ul>	
W4 (9/7)	Organizational Distinctiveness in the Public Sector - Readings: <ul style="list-style-type: none"> <li>• Rainey 3</li> </ul> - Group Discussion <ul style="list-style-type: none"> <li>• Case 1: The Deepwater Horizon Oil Spill: the Politics of Crisis Response (HKC)</li> <li>• Case 2: The Case of the Vanishing Volunteers (Rainey)</li> </ul>	
W5 (9/14)	Organizational Structure and Design: Size, Life Cycle, and Control - Readings: <ul style="list-style-type: none"> <li>• Daft 9</li> <li>• Rainey 8</li> </ul> - Group Discussion <ul style="list-style-type: none"> <li>• Case 1: The Test of Transition: the Case of the Community Preservation and Development Corporation (HKC)</li> <li>• Case 2: Brookhaven National Laboratories (Rainey)</li> </ul>	<u>1) Critical Book Review Due</u>
W6 (9/21)	Organizational Structure and Design: Classic to Functional and Matrix Strategies - Readings: <ul style="list-style-type: none"> <li>• Daft 2</li> <li>• Rainey 6</li> </ul> - Group Discussion <ul style="list-style-type: none"> <li>• Case 1: Wal-Mart's Response to Hurricane Katrina: Striving for a Public-Private Partnership (HKC)</li> <li>• Case 2: Shoe Corporation of Illinois (Daft)</li> </ul>	
W7 (9/28)	Interorganizational Relationships - Readings: <ul style="list-style-type: none"> <li>• Daft 5</li> </ul> - Group Discussion <ul style="list-style-type: none"> <li>• Case 1: Command Performance: County Firefighters Take Charge of the 9/11 Pentagon Emergency (HKC)</li> <li>• Case 2: Oxford Plastics Company (Daft)</li> </ul>	
W8 (10/5)	Organizational Change and Innovation - Readings:	

	<ul style="list-style-type: none"> <li>• Daft 11</li> <li>• Rainey 13</li> </ul> <p>- Group Discussion</p> <ul style="list-style-type: none"> <li>• Case 1: Healthcare Reform in Massachusetts: Impacts on Public Health (HKC)</li> <li>• Case 2: Charles Rossotti and the International Revenue Service (Public Administration Review by Rainey and Thompson, 2006)</li> </ul>	
W9 (10/12)	<p>Organizational Culture and Ethics</p> <p>- Readings:</p> <ul style="list-style-type: none"> <li>• Daft 10</li> <li>• Rainey 11</li> </ul> <p>- Group Discussion</p> <ul style="list-style-type: none"> <li>• Case 1: A Rising Storm: Eric Garner and the Explosive Controversy over Race &amp; Policing (HKC)</li> <li>• Case 2: Implementing Change at National Industrial Products (Daft)</li> </ul>	<u>2) Critical Book Review Due</u>
W10 (10/19)	<p>Organizational Decision-Making</p> <p>- Readings:</p> <ul style="list-style-type: none"> <li>• Daft 12</li> <li>• Rainey 7</li> </ul> <p>- Group Discussion</p> <ul style="list-style-type: none"> <li>• Case 1: Ready in Advance: the City of Tuscaloosa's Response to the 4/27/11 Tornado (HKC)</li> <li>• Case 2: The Dilemma of Aliesha State Collge (Daft/11<sup>th</sup> ed.)</li> </ul>	
W11 (10/26)	<p>Politics and Conflicts</p> <p>- Readings:</p> <ul style="list-style-type: none"> <li>• Daft 13</li> <li>• Rainey 5</li> </ul> <p>- Group Discussion</p> <ul style="list-style-type: none"> <li>• Case 1: Michelle Rhee and the Washington D.C. Public Schools (HKC)</li> <li>• Case 2: The Daily Tribune (Daft)</li> </ul>	
W12 (11/2)	<p>Leadership</p> <p>- Readings:</p> <ul style="list-style-type: none"> <li>• Daft 15 (Management; to be supplied by me)</li> <li>• Rainey 11</li> </ul> <p>- Group Discussion</p> <ul style="list-style-type: none"> <li>• Case 1: Rudy Giuliani: The Man and His Moment (HKC)</li> <li>• Case 2: A Funeral in the Public Service Center (Rainey)</li> </ul>	
W13 (11/9)	<p>Motivating Employees</p> <p>- Readings:</p> <ul style="list-style-type: none"> <li>• Daft 16 (Management; to be supplied by me)</li> <li>• Rainey 9 &amp; 10</li> </ul> <p>- Group Discussion</p> <ul style="list-style-type: none"> <li>• Case 1: Case of the Disgruntled Employee (HKC)</li> <li>• Case 2: The Case of Joe the Jerk (Rainey)</li> </ul>	
W14 (11/16)	<p>Managing Communication</p> <p>- Readings:</p> <ul style="list-style-type: none"> <li>• Daft 17 (Management; to be supplied by me)</li> </ul> <p>- Group Discussion</p> <ul style="list-style-type: none"> <li>• Case 1: Surviving at the EPA</li> </ul> <p>- <u>Case Study Presentation</u></p>	<u>Case Study Presentation</u>
W15 (11/23)	Thanksgiving Week!	

W16 (11/30)	Leading Teams - Readings: <ul style="list-style-type: none"><li>• Daft 18 (Management; to be supplied by me)</li><li>• Rainey 12</li></ul> - <u>Case Study Presentation</u>	<u>Case Study Presentation</u>  - 3) <u>Case Study Paper Due</u>
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## List of Recommended Books (for the Critical Book Review Paper)

[Classics in PA]

- Carpenter, Daniel P. 2001. *The Forging of Bureaucratic Autonomy*. Princeton, NJ: Princeton University Press.
- Carpenter, Daniel P. 2010. *Reputation and Power: Organizational Image and Pharmaceutical Regulation at the FDA*. Princeton, NJ: Princeton University Press.
- Chandler, Alfred D., Jr. 2002. *The Visible Hand: The Managerial Revolution in American Business* (original edition in 1977). Cambridge, MA: Harvard University Press.
- Cooper, Phillip J. 2009. *The War against Regulation: from Jimmy Carter to George W. Bush*. Lawrence: University of Kansas Press
- Crozier, Michel. 1964. *The Bureaucratic Phenomenon*. Chicago: The University of Chicago Press.
- Dilulio, John, J. 1990. *Governing Prisons*. Free Press.
- Gerstle, Gary. 2015. *Liberty and Coercion: The Paradox of American Government from the Founding to the Present*. Princeton, NJ: Princeton University Press.
- Goodsell, Charles T. 2014. *The New Case for Bureaucracy* (5<sup>th</sup> ed.). Washington, DC: CQ Press.
- Huber, Gregory A. 2007. *The Craft of Bureaucratic Neutrality: Interests and Influence in Governmental Regulation of Occupational Safety*. New York: Cambridge University Press
- Stillman, Richard J. 1998. *Preface to Public Administration: a Search for Themes and Direction*. Chatelaine Press.
- Kaufman, Herbert. 1960. *The Forest Ranger*. Washington, DC: Resources for the Future.
- Kaufman, Herbert. 1981. *The Administrative Behavior of Federal Bureau Chiefs*. Brookings Institution Press.
- Kettl, Donald F. 2005. *The Global Public Management Revolution*. Brookings Institution Press.
- Kerwin, Cornelius M., and Furlong, Scott R. 2011. *Rulemaking: How Government Agencies Write Law and Make Policy*. Washington, DC: CQ Press.
- Lewis, David E. 2008. *The Politics of Presidential Appointments: Political Control and Bureaucratic Performance*. Princeton, NJ: Princeton University Press.
- Lynn, Laurence E., Jr. 1996. *Public Management as Art, Science, and Profession*. Chatham, NJ: Chatham House Publishers, Inc.
- Light, Paul C. 1999. *The True Size of Government*. Washington, DC: Brookings Institution Press.
- Light, Paul C. 1995. *Thickening Government*. Washington, DC: The Brookings Institution.
- Lipsky, Michael. 2010. *Street-Level Bureaucracy: Dilemmas of the Individual in Public Services* (original edition in 1980). New York: Russell Sage Foundation.
- Maass, Arthur. 1951. *Muddy Waters: The Army Engineers and the Nation's Rivers*. Cambridge, MA: Harvard University Press.
- Moss, David A. 2002. *When All Else Fails: Government as the Ultimate Risk Manager*. Cambridge, MA: Harvard University Press.
- Skowronek, Stephen. 1982. *Building a New American State: The Expansion of National Administrative Capacities, 1877-1920*. New York: Cambridge University Press.
- Simon, Herbert A. 1997. *Administrative Behavior: A Study of Decision-Making Processes in Administrative Organizations* (first edition in 1945). New York: The Free Press.
- Wilson, James Q. 2000. *Bureaucracy* (original edition in 1989). New York: Basic Books.
- Zegart, Amy B. 1999. *Flawed by Design: The Evolution of the CIA, JCS, and NSC*. Stanford, CA: Stanford University Press.

[Best Sellers on the Private Sector by Daft]

- Bossidy, Lawrence A. and Charan, Ram. 2004. *Confronting Reality: Doing What Matters to Get Things Right*. Crown Business.
- Burlingham, Bo. 2016. *Small Giants: Companies That Choose to Be Great Instead of Big*. Portfolio.
- Catmull, Ed., and Wallace Amy. 2014. *Creativity Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration*. Random House.
- Cialdini, Robert B. 2008. *Influence: Science and Practice*. Allyn and Bacon.
- Collins, Jim and Hansen, Morten T. 2011. *Great by Choice: Uncertainty, Chaos, and Luck—Why Some Thrive Despite Them All*. HarperBusiness.
- Gawande, Atul. 2011. *The Checklist Manifesto: How to Get Things Right*. Picador.
- Gladwell, Malcolm. 2007. *Blink: the Power of Thinking without Thinking*. Back Bay Books.
- Greenhalgh, Leonard. 2011. *Managing Strategic Relationships: the Key to Business Success*. Wiley.
- Hamel, Gary and Breen Bill. 2007. *The Future of Management*. Harvard Business Review.