

PUBLIC ADMINISTRATION AND POLICY 6960
PUBLIC MANAGEMENT:
ORGANIZATION THEORY AND MANAGEMENT
IN THE PUBLIC AND NONPROFIT SECTORS
Fall Semester, 2021 202 Baldwin Hall

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This course covers the major topics, issues, and contributions in the literature on organizations and management, with emphasis on applications to government and nonprofit organizations. It will consider problems in government and nonprofit organizations, because there are serious ones. The course, however, also emphasizes the many examples of successful management in these organizations, including some of the past and most recent reforms and improvements. The examples and exercises in the course refer to organizations at federal, state, and local levels of government and to a variety of nonprofit organizations.

Books and Readings:

Rainey, Hal G., Sergio Fernandez, and Deanna Malatesta, *Understanding and Managing Public Organizations* (6th edition). San Francisco: Wiley/Jossey-Bass, 2021.

Case studies and exercises, available in eLC and from Wiley student resources website.

Additional readings, not to exceed one or two professional journal articles or book chapters per class, assigned at least two weeks in advance.

Grades and Assignments:

Midterm Exam: 30%

Final Exam: 40%

Course Project Paper: 20%

Class attendance, participation, and preparation: 10%

With advance notice, the instructor will assign activities in addition to those listed on this syllabus.

Academic Integrity. Standards of academic integrity will be strictly enforced. Consult the instructor about any questions or doubts about the appropriate use of source materials for class papers.

Attendance Policy: Students in this class display very high levels of conscientiousness about class attendance and participation. Due to misunderstandings on the part of a very few students,

however, there is now an attendance policy. Students' participation grades will be reduced for absences from class. Any student who misses more than two classes should expect to receive a grade no higher than "B" in this course. Major professional obligations or personal emergencies will, of course, not be counted against students under this policy. Students should consult with the professor about such unavoidable absences. For the overwhelming majority of our students, this policy can be regarded as irrelevant and virtually comical, because it will not apply to them. Students who are frequently late to class or who leave early should also expect to have their participation grade reduced.

General University Policies: The University Council has issued a policy on syllabi. It requires that all syllabi include the following statements:

All academic work must meet the standards contained in "A Culture of Honesty." Students are responsible for informing themselves about those standards before performing any academic work. The link to more detailed information about academic honesty can be found at: <http://www.uga.edu/ovpi/honesty/acadhon.htm>

The course syllabus is a general plan for the course; deviations announced to the class by the instructor may be necessary.

Topics and Reading Schedule:

Aug. 19: Introduction and Overview.

Rainey, Fernandez, and Malatesta, Preface, Chapter 1.

Aug. 26: Organizations, Public Organizations, and Management: Basic Concepts and Issues. Historical Overview of Organization Theory.

Rainey, Fernandez, and Malatesta, Chapters 1 and 2.

Cases: "A Job for Laurie" and "Moving the Maisenbacher House"

Sept. 2: The Environments of Organizations, and of Public and Nonprofit Organizations. The Management of Privatization and Volunteer Programs (Introduction).

Rainey, Fernandez, and Malatesta, Chapters 3, 4, and 5.

Cases: "The Case of the Crummy Contract." "The Case of the Vanishing Volunteers." "A Job for Laurie."

Article: "Al Lord Profited When College Tuition Rose. He Is Paying for It."

Sept. 9: Organizational Goals, Effectiveness, and Performance.

Rainey, Fernandez, and Malatesta, Chap. 6.

Cases: "Family Social Services Administration: Assessing the Agency's Vision, Mission, and Goals." "Confusing Performance Metrics with Strategy."

Article: Michael Harris and Bill Tayler, "Don't Let Metrics Undermine Your Business."

Sept. 16: Formulating and Achieving Purpose: Power, Decision-Making, and Strategy.

Rainey, Fernandez, and Malatesta, Chapter 7.

Cases: "Enron: Crossing the Ethics Line." The Case of the Crummy Contract."

"The Case of the Vanishing Volunteers."

Sept. 23: Organizational Structure and Design: Dimensions of Structure and Influences on Structure

Rainey, Fernandez, and Malatesta, Chaps. 7 and 8.

Article: Rainey and Thompson, "Leadership and Transformation of a Major Institution: Charles Rossotti and the Internal Revenue Service." Public Administration Review, July/August, 2006.

Case: "The Management of Brookhaven National Laboratories."

SUBMIT PRELIMINARY PROPOSALS FOR COURSE PAPER.

Sept. 30: Organizational Structure and Design (continued): Classic Design Strategies Functional, Product, and Matrix Structures. Technology and Information Technology.

Rainey, Fernandez, and Malatesta, Chapter 8.

Article: Rainey and Thompson, "Leadership and Transformation of a Major Institution: Charles Rossotti and the Internal Revenue Service." Public Administration Review, July/August, 2006.

Case: "The Management of Brookhaven National Laboratories."

TAKE HOME MIDTERM EXAMINATION HANDED OUT.

Oct. 7: People in Public and Nonprofit Organizations: Motives, Values, Motivation, and Work-Related Attitudes.

Rainey, Fernandez, and Malatesta, Chaps. 9 and 10.

Case: "The Case of Joe the Jerk." "The Case of the Vanishing Volunteers."

Article: Bullock, Stritch, and Rainey, "International Comparison of Public and Private Employees' Work Motives, Attitudes, and Perceived Rewards."

SUBMIT MIDTERM EXAMINATION.

Oct. 14: People in Public and Nonprofit Organizations: Motives, Values, Motivation, and Work- Related Attitudes (Continued), and Public Service Motivation,

Rainey, Fernandez, and Malatesta, Chaps. 9 and 10.
Case: "The Case of Joe the Jerk"

Oct. 21: People in Public and Nonprofit Organizations: Motives, Values, Motivation, and Work- Related Attitudes (Continued), and Representative Bureaucracy, and Diversity.

Rainey, Fernandez, and Malatesta, Chaps. 9 and 10.
Case: "See Something, Say Something."
Article: Sung Ju Choi and Hal G. Rainey, "Managing Diversity in U.S. Federal Agencies: Effects of Diversity and Diversity Management on Employee Perceptions of Organizational Performance."

Oct. 28: Leadership and Organizational Culture.

Rainey, Fernandez, and Malatesta, Chap. 11.
Case: A Funeral in the Public Service Center
Article: Rainey and Thompson, "Leadership and Transformation of a Major Institution: Charles Rossotti and the Internal Revenue Service." *Public Administration Review*, July/August, 2006.

Nov. 4: Teamwork: Understanding Communication and Conflict in Groups

Rainey, Fernandez, and Malatesta, Chap. 12.
Article: Tevi Troy, "All the President's Yes Men."
Chen and Rainey, "Personnel Formalization and Teamwork: A Public versus Private Comparison." *Public Management Review*, Vol. 16, no. 7, 2014, pp. 945-968.

Nov. 11: Managing Organizational Change and Development

Rainey, Fernandez, and Malatesta, Chap. 13.
Fernandez and Rainey, "Managing Successful Organizational Change in the Public Sector." *Public Administration Review*, March/April, 2006.
Rainey and Thompson, "Leadership and Transformation of a Major Institution: Charles Rossotti and the Internal Revenue Service." *Public Administration Review*, July/August, 2006.

Nov. 18: Advancing Public Management Through Collaboration.

Rainey, Fernandez, and Malatesta, Chapter 14.
Cases: Family Social Services Administration: Assessing the Agency's Vision, Mission, and Goals.

The Master Service Agreement between the State of Indiana and International Business Machines (IBM): Confusing Performance Metrics with Strategy
Confusing Performance Metrics with Strategy.
Rethinking a Monumental Contract Failure: Is Relational Contracting the Answer?

Nov. 25: Thanksgiving Break: no class

Dec. 2: Advancing Public Management Through Collaboration (Continued).

Rainey, Fernandez, and Malatesta, Chapter 14.
Cases: The Case of the Crummy Contract. The Case of the Vanishing Volunteers.
Family Social Services Administration: Assessing the Agency's Vision, Mission, and Goals.
The Master Service Agreement between the State of Indiana and International Business Machines (IBM): Confusing Performance Metrics with Strategy
Confusing Performance Metrics with Strategy.
Rethinking a Monumental Contract Failure: Is Relational Contracting the Answer?

FINAL EXAMINATION HANDED OUT.

Dec. 9: **FINAL EXAMINATION DUE**

Dec. 14: **COURSE PROJECT PAPER DUE.**

POLS 6960: OBJECTIVES OF THE COURSE

Develop a conception of what it means to organize, lead, and manage well.
(Or further develop the conception that you have).

Develop knowledge of the important components or dimensions of organization, leadership and management, and develop a sense of how one leads and organizes in these areas--leading change, influencing organizational culture, motivating people, designing organizations, leading strategic decisions. Learn the state of knowledge and managerial thinking on these topics and others covered in the course

Consider the application of these topics in the public and nonprofit sectors, and learn the state of knowledge about the implications of location in those sectors.

Learn many important concepts and ideas that these topics include, both classical and contemporary, such as span of control, total quality management, organizational culture, reinventing government, the learning organization, The President's Management Agenda, PART scores, the Balanced Scorecard, and the Human Capital movement in government.

Engage in case discussions and exercises to develop a sense of how to apply in practice the topics and ideas covered in the course.

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Course Project Paper

By the last week of the course, submit a project paper of about 15 double-spaced typewritten pages. The objective of this project is to extend your professional knowledge about a topic related to this course, that you consider of value and interest to you. (Doctoral students do longer, more academically-oriented projects, and should discuss their projects with the professor).

Find a topic that you consider valuable and interesting, and that is reasonably related to the course. Discuss your topic with me if you have any doubts or questions. Then, work on the topic in a way that helps you learn about it. You can design any of numerous different types of projects, as long as you pursue the general objective stated above.

Some examples:

Read about the topic and prepare a paper that reports what you learned about it. You should plan to read about 200 difficult pages or 3-400 less-difficult pages for such a project. For example, cover about 8-10 complex professional journal articles, or 15-20 twenty page very accessible, readable articles, such as a very reader-friendly article in *Governing* magazine or *The New York Times Magazine*. You can also read books or sections of books.

Do a set of readings such as described above and prepare an analytical/critical review of them, like a book review in a professional journal.

Conduct an inquiry into a topic, using interviews that you will conduct or official, organizational or archival documents from an organization. For example, how are they implementing a new reform or innovation in the state government? What is the structure and process of a particular state, federal, or local agency or a particular government?

Do readings or other research and apply it to a particular problem or situation you know about in an agency. For example, there is sharp conflict between my unit and another; I will read about conflict management and propose a course of action for resolving the conflict. Or, the unit in which you work has poor morale; read about motivation and related topics and analyze the problem.

SOURCES OF MATERIAL FOR READINGS:

See the bibliographic references in the books assigned for the course. Also consult the following sources. These are high-quality publications usually oriented toward practicing managers and readability: *Harvard Business Review*, *Sloan Management Review*, *Business Horizons*, *Public Management*, *The Public Manager*, *Management Review*, *California Management Review*, *Academy of Management Perspectives*, *Organizational Dynamics*, *Public Administration*

Review, The Journal of Management, Review of Public Personnel Administration, Governing, Government Executive.

The library has many books on strategy, decision-making, organizational design, motivation, privatization, volunteer programs, public enterprises and authorities, leadership, satisfaction, communication, the relations between government agencies and legislative bodies, and other topics in organization and management.

At the fifth class session, submit a one-page proposal of the topic you will cover, and a brief description of your objectives. You can change these plans, but you need to have gotten to work on deciding what to do well before this date.