

## Managing Public Organizations (20:831/834:522) [3 credits]

### **Course Description**

This course explores theories of organizational behavior and performance as applied to public sector agencies. The course covers such topics as development and fulfillment of organizational mandates, legal and political constraints associated with leading public organizations, organizational authority systems, relationships between public and private sectors, and use of resources within organizations including information and communications technologies.

### **Learning Objectives**

On satisfactorily completing the course students will be able to lead and manage in public governance based on their ability to:

- Exhibit an understanding of the historical development of relevant organization theories.
- Describe 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, and the Human Capital movement in government.
- Articulate how different theoretical perspectives and practices are linked to contemporary public management.
- Demonstrate knowledge of important aspects public of organization, leadership, and management, and develop a sense of how one leads and organizes in: leading change, developing organizational culture, motivating people, designing organizations, and leading strategic decisions.
- Discuss the application of these topics in the public and nonprofit sectors and learn the state of knowledge about the implications of location in these sectors.
- Engage in knowledge building exercises to develop a sense of how to apply organizational management practices covered in the course.

### **Requirements**

Requirements will vary by instructor and may include:

- *Discussions and engagement sessions:* Students will actively engage in class discussion forums.
- *Formative assessments:* Students will self-assess using electronic tests.
- *Reaction Memos:* Students review and react to conceptual frameworks from related scholarship, with attention to their applicability in contemporary organizational contexts.
- *Review of Related Literature:* To build knowledge, students will conduct research, and write a synthesis on the state of knowledge on a selected challenge in managing public organizations.
- *Final Project:* Building on their literature review, students prepare an Organizational Research Design Proposal, aimed toward continued knowledge-building in managing public organizations.

### **Schedule / Outline of Topics**

- Week 1: Course introduction and overview of studying public organizations.
- Week 2: What makes public organizations distinctive?
- Week 3: Analyzing the environment of public organizations
- Week 4: The impact of political power and public policy
- Week 5: Organizational goals and effectiveness
- Week 6: Formulating & achieving purpose: power, decision-making and strategy
- Week 7: Organizational Structure, design technology, and social media
- Week 8: Understanding people in public organizations: motivation and motivation theory

*This is a sample syllabus. Students should always obtain syllabi for their current courses from their professors.*  
(v.11/13/23)

- Week 9: Understanding people in public organizations: values, incentives & work-related attitudes.
- Week 10: Leadership, managerial roles, and organizational culture
- Week 11: Teamwork, understanding communications and conflict in groups.
- Week 12: Managing organizational change and development, and advancing effective management in the public sector
- Week 13: Final assignment: studying public organizations, research design proposal.
- Week 14: Final paper and presentation of research design proposal

### **Texts / Materials / Resources**

The selection of textbooks and readings will vary by instructor. Listed below are some of the possible textbooks, materials, and resources an instructor may select for this course:

- Rainey, Hal G., Sergio Fernandez, & Deanna Malatesta (2021) *Understanding and Managing Public Organizations*, 6th Ed. Wiley Network Publishers
- Shafritz, J. M., Ott, J. S., & Y. S. Jang. (2016). *Classics of Organization Theory*. Cengage Learning; 8th edition. Boston, MA: Wadsworth, Cengage Learning.
- Morgan, Gareth. (2006) *Images of Organizations*. Thousand Oaks, California: Sage Publications.
- American Public Workers Association - <https://www.apwa.net/>
- American Society for Public Administration - <https://www.aspanet.org/>
- International City/County Management Association - <https://icma.org/>
- American Federation of State, County and Municipal Employees <https://www.afscme.org/about>
- National Association of Government Communicators - <https://nagc.com/>
- Association of Government Accountants - <https://www.agacgfm.org/>
- National Association of Productivity & Organizing Professionals - <https://www.napo.net/>
- National Association of Government Web Professionals - <https://nagw.org/>