



Managing Public Organizations
20:834:522:B5
Summer 1, May 28 to July 3, 2024

Delivered Fully Online in CANVAS Learning Management System
<https://canvas.rutgers.edu/>

COURSE DESCRIPTION

Studying public organizations involves understanding their distinctive nature, shaped by governmental funding, legal constraints, and intense political influences. It requires analyzing the complex environment in which they operate, including the impact of power dynamics, public policy formulation, and diverse stakeholder interests. Key focus areas include evaluating organizational goals, decision-making processes influenced by economic, political, and social factors, and strategies and structures tailored to technological advancements and social media. Additionally, we will explore the values and motivational factors that drive individuals to pursue careers within these organizations. In this regard, we will consider aspects such as effective leadership, managerial roles, organizational culture, teamwork, communication, and conflict resolution, which are crucial for organizational performance. Managing organizational change and development processes is essential for public organizations to adapt to evolving societal needs and political landscapes and to create long-term public value.

By covering these core areas, this course is designed to equip future public administrators with the knowledge and skills to effectively lead and manage government agencies, nonprofits, and other public service entities.

The Master of Public Administration (MPA) is a professional degree designed to prepare students for a career in public service. Students will be exposed to the essential components of public service professionalism, excellence in technique, ethics, and leadership to help meet the challenges in the years ahead. SPAA's program provides the highest quality graduate education for its students in all three arenas of public service: government agencies, nonprofit organizations, and private vendors.

INSTRUCTOR: Lois M Warner, PhD
Office: 973-353-3678, Voicemail - 973-568-4278
Available M, F: 10-12 AM. W: 7-8 PM

SPAA MPA STUDENT LEARNING OUTCOMES (SLO)

By the end of the MPA program, students will be able to achieve the following student learning outcomes:

- ***To be able to lead and manage in public governance (SLO 1)**
 - To participate in and contribute to the public policy process (SLO 2)
 - To analyze, synthesize, think critically, solve problems, and make decisions (SLO 3)
 - To articulate and apply a public service perspective (SLO 4)
 - To communicate and interact productively with a diverse and changing workforce and citizenry (SLO 5)
- *SLO in bold is emphasized in this course.**

522 DETAILED COURSE LEARNING OUTCOMES

On completing the course, it is expected that 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 of public 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.

REQUIRED READINGS

- Understanding and Managing Public Organizations, 6th Edition (2014) by well-known organization theory scholar Dr. Hal G. Rainey with co-authors Sergio Fernandez (Author), and Deanna Malatesta.
- **Note that the 5th edition (2014) would suffice and is available in digital format.** Rainey, H.G. (2014). *Understanding and Managing Public Organizations*. 5th edition. San Francisco: Jossey-Bass

OPTIONAL READING – HIGHLY RECOMMENDED

- Shafritz, J. M., Ott, J. S., & Jang, Y. S. (2015). Cengage Learning; 8th edition. Boston, MA: Wadsworth, Cengage Learning. (Earlier editions, 6th or 7th, are acceptable)

INSTRUCTOR: Lois M Warner, PhD
Office: 973-353-3678, Voicemail - 973-568-4278
Available M, F: 10-12 AM. W: 7-8 PM

ADDITIONAL READINGS – ENCOURAGED (As time allows and as you continue in the program):

- Morgan, Gareth. (2006) Images of Organizations (Updated Edition). Thousand Oaks, California: Sage Publications.
- Antonio Strati. Putting People in the Picture: Art and Aesthetics in Photography, and in Understanding Organizational Life. *Organization Studies* 2000; 21; 53
- Yochanan Altman and Yehuda Baruch. Cultural Theory and Organizations: Analytical Method and Cases. *Organization Studies* 1998; 19; 769
- Geert Hofstede. Attitudes, Values and Organizational Culture: Disentangling the Concepts. *Organization Studies* 1998; 19; 477
- Nelson Phillips. Telling Organizational Tales: On the Role of Narrative Fiction in the Study of Organizations. *Organization Studies* 1995; 16; 625
- Robert Chia. From Modern to Postmodern Organizational Analysis. *Organization Studies* 1995; 16; 579
- Stephen Linstead and Robert Grafton-Small. On Reading Organizational Culture. *Organization Studies* 1992; 13; 331

Consider the University Library, and various online sources for these publications at reduced costs. Any additional materials (articles, cases, and APA guidelines) will be accessible in CANVAS.

SUMMARY OF COURSE ASSIGNMENTS (continued in more detail on the next page)

#	Types of Assignments	Schedule	% Grade
1	Discussions (5@3%)	Weekly	15
2	Case Studies (2@ 6%, & 7%)	Weeks 3 & 4	13
3	Reaction Memos (2 @ 15%)	Weeks 3 & 4	30
4	First Draft of Final (Video)		7
5	Summative Project		35
6	Formative Assessments	Ongoing	Ungraded
		TOTAL	100

GRADING POLICY: A, 90-100; B+, 85-89; B, 80-84; C+, 75-79; C, 70-74; F, Below 70.

INSTRUCTOR: Lois M Warner, PhD
Office: 973-353-3678, Voicemail - 973-568-4278
Available M, F: 10-12 AM. W: 7-8 PM

DETAILS OF ASSIGNMENTS

DISCUSSIONS

1. Self-introductions - 3%

Narrated slide presentations within 3 minutes. Students state their career interests and aspirations, current/recent employment experience, and course expectations. This should be recorded in PowerPoint, saved as an MPEG 4/Video, and uploaded into the discussion forum for Module 1.

2. Five Discussions 2, 3, 4, & 5 - 12%

Throughout the semester, in most cases, there will be discussions (4 @ 3%). To gain the highest grades, all students are encouraged to devote at least 1 hour to participating in each discussion forum. Participation must include posting one comment each week and commenting on at least two posts by other students in each forum. Postings will be based on the topic for that week and, the challenge questions provided. Responses must show that you have read the course materials and are up-to-date with the discussion.

CASE STUDIES

3. Two Case Studies - 13%

These case studies provide practical application of course readings, foster critical thinking and problem-solving, integrate multiple considerations unique to public organizations, promote collaborative learning when incorporated into the course discussion forum, and prepare students for the realities of public management.

REACTION MEMOS

4. Two Reaction Memos – 30%

Reacting to what other people write helps us to think more profoundly about the material. These exercises are to be precisely 1.5 pages (see schedule below). In these reaction memos make an assessment of the readings, analyze, critique, and evaluate the ideas put forth, and try to apply what you have read to present-day situations, personal experiences, or cases. Do not merely summarize. To be clear, you are to read the assigned authors and write a reaction memo to specific points made by the author. Be prepared to discuss your reaction memos in the discussion forum. Late reaction memos will not be accepted. Each student must complete two reaction memos. Each should be 1.5 pages single-spaced, 12-point Times Roman with 1-inch page margins, (use the Memo Template provided.)

INSTRUCTOR: Lois M Warner, PhD
Office: 973-353-3678, Voicemail - 973-568-4278
Available M, F: 10-12 AM. W: 7-8 PM

FORMATIVES

5. Formative Ungraded Self-Assessments

The quizzes include a combination of true/false and multiple-choice questions related to chapters in the course text. You have unlimited attempts to complete the quizzes and the scores will not be included in the course grade. They are provided to support you in covering the key points in the course material and to self-assess progress in retaining it. You will benefit from these assessments, in preparation for summative assignments.

SUMMATIVE

6. Summative Project: Draft Presentation and Final Paper - Organizational Analysis and Change Management Project

This project allows students to apply organizational behavior concepts, leadership theories, and change management principles to a real-world public sector context. It fosters critical thinking, analytical skills, and practical problem-solving abilities essential for effective public management.

Students will select a real public organization (government agency or nonprofit) and conduct an in-depth analysis of its structure, culture, leadership, and management practices. The project will involve:

1. An overview of the organization's mission, goals, stakeholders, and operating environment. (3%)
2. Analysis of the organization's structure (Chart), leadership models/styles, lines of authority, and decision-making processes, using relevant theoretical frameworks from the course (e.g., organizational theory, leadership models, motivation theories). (5%)
3. Evaluation of the organization's culture, and values, and how they impact performance and employee behavior. (5%)
4. Assessment of the organization's leadership, communication strategies, and approaches to teamwork and, conflict resolution. (5%)
5. Discussion of key challenges or areas for improvement in the organization's management practices. (5%)
6. Recommendations for organizational change initiatives, such as restructuring, cultural shifts, leadership development, or process improvements, to enhance effectiveness and adapt to changing environments. (5%)
7. Narrated Presentation summarizing the final paper on 7-9 slides that include a cover page and a references section, and in 8-10 minutes (7%)

The final deliverable is a comprehensive report (*18-20 pages – double-spaced, 1-inch margins, size 12 font, with headings and subheadings that reflect parts 1-7 of the rubric*) detailing the analysis, findings, and proposed change management strategies, along with a narrated presentation posted in Discussion 5 for peer-to-peer review and feedback. Based on Discussion 5, students can make improvements in the final paper.

INSTRUCTOR: Lois M Warner, PhD
Office: 973-353-3678, Voicemail - 973-568-4278
Available M, F: 10-12 AM. W: 7-8 PM

COURSE CALENDAR (Also posted in Canvas)

# Modules	Topics	Learning Activities	Assignments	Due Date	% Grade
1 May 28-June 3	Dynamic Context of Public Organizations - 1	Readings & Videos Syllabus Rainey Ch. 1, 2, & 3 Videos for this Module	Discussion 1 Self-Introductions	First Post May 31 Final Post June 3	3%
2 June 4-10	Dynamic Context of Public Organizations - 2	Readings & Videos Rainey Ch. 4 & 5 Videos for this Module Ungraded Self-assessments	Discussion 2 Selection and Description of Public/Nonprofit Organization to be Studied for Final Assignment	First Post June 7 Final Post June 10	3%
3 June 11-17	Key Dimensions of Organizing and Managing - 1	Readings & Videos Rainey Ch. 6, 7, & 8 Videos for this Module Ungraded Self-assessments	Discussion 3 on Case Study 1 Reaction Memo 1 on information studied in Rainey Ch. 2-5	First Post June 14 Final Post June 17 Case Study 1 Memo 1	3% 6% 15%
4 June 18-24	Key Dimensions of Organizing and Managing - 2	Readings & Videos Rainey Ch. 9, 10, & 11 Videos for this Module Ungraded Self-assessments	Discussion 4 on Case Study 2 Reaction Memo 2 on information studied in Rainey Ch. 6-11	First Post June 21 Final Post June 24 Case Study 2 Memo 2	3% 7% 15%
5 Jun 25-July 1	Strategies for Managing and Improving Public Organizations	Readings & Videos Rainey Ch. 12, 13, & 14 Videos for this Module	Discussion 5 Presentation on Organizational Analysis and Change Management Project	First Post June 28 Final Post June 24	3% 7%
WRAP UP July 2&3	FINAL ASSIGNMENT All Other Assignments must be Completed & Submitted for Grading			July 3 by 5:00 pm	35% <u>100%</u>

ACCOMMODATION AND SUPPORT STATEMENT

Rutgers University Newark (RU-N) is committed to the creation of an inclusive and safe learning environment for all students and the University as a whole. RU-N has identified the following resources to further the mission of access and support:

For Individuals Experiencing Disability: The Office of Disability Services (ODS) works with students with medical, physical, and/or mental conditions who encounter disabling barriers in order to determine reasonable and appropriate accommodations for access. Students who have completed the process with ODS and have approved accommodations are provided a Letter of Accommodation (LOA) specific to each course. To initiate accommodations for their course students must both provide the LOA to and have a conversation with the course instructor about the accommodations. This should occur as early in the semester as possible. More information can be found at the [RU-N ODS website \(ods.newark.rutgers.edu\)](https://ods.newark.rutgers.edu). Contact ODS at (973) 353-5375 or via email at ods@newark.rutgers.edu.

For Individuals who are Pregnant: The Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy. Students may contact the Office of Title IX and ADA Compliance at (973) 353-1906 or via email at TitleIX@newark.rutgers.edu.

For Absence Verification: The Office of the Dean of Students can provide assistance for absences related to religious observance, emergency or unavoidable conflict (illness, personal or family emergency, etc.). Students

INSTRUCTOR: Lois M Warner, PhD
Office: 973-353-3678, Voicemail - 973-568-4278
Available M, F: 10-12 AM. W: 7-8 PM

should refer to [University Policy 10.2.7](#) for information about expectations and responsibilities. The Office of the Dean of Students can be contacted by calling (973) 353-5063 or emailing deanofstudents@newark.rutgers.edu.

For Individuals with temporary conditions/injuries: The Office of the Dean of Students can assist students who are experiencing a temporary condition or injury (broken or sprained limbs, concussions, or recovery from surgery). Students experiencing a temporary condition or injury should submit a request using the following link: <https://temporaryconditions.rutgers.edu>.

For Gender or Sex-Based Discrimination or Harassment: The Office of Title IX and ADA Compliance can assist students who are experiencing any form of gender or sex-based discrimination or harassment, including sexual assault, sexual harassment, relationship violence, or stalking. Students can report an incident to the Office of Title IX and ADA Compliance by calling (973) 353-1906 or emailing TitleIX@newark.rutgers.edu. Incidents may also be reported by using the following link: tinyurl.com/RUNReportingForm. For more information, students should refer to the University's Title IX Policy and Grievance Procedures located at <https://uec.rutgers.edu/wp-content/uploads/60-1-33-current-1.pdf>

For support related to Interpersonal Violence: The Office for Violence Prevention and Victim Assistance (VPVA) can provide any student with confidential support. The office does **not** have a reporting obligation to Title IX. Students can contact the office by calling (973) 353-1918 or emailing run.vpva@rutgers.edu. There is also a confidential text-based helpline available to students; students can text (973) 339-0734 for support. Students do not need to be a victim/survivor of violence; any student can receive services, information and support.

For Crisis and Concerns: The Campus Awareness Response and Education (CARE) Team works with students in crisis to develop a plan of support plan and address personal situations that might impact their academic performance. Connect with the CARE Team by using the following link: tinyurl.com/RUNCARE or emailing careteam@rutgers.edu.

For Stress, Worry, or Concerns about Well-being: The Counseling Center has confidential therapists available to support students. Students should reach out to the Counseling Center to schedule an appointment: counseling@newark.rutgers.edu or (973) 353-5805. If students are not quite ready to make an appointment with a therapist but are interested in self-help, check out *Sanvello* for an easy, web-based approach to self-care and support. Visit <https://my.rutgers.edu/>, click on Sanvello: Wellness @ RUN, and log in with your NetID to begin your journey toward wellness.

For emergencies, call 911 or contact Rutgers University Police Department (RUPD) by calling (973) 353-5111.

INSTRUCTOR: Lois M Warner, PhD
Office: 973-353-3678, Voicemail - 973-568-4278
Available M, F: 10-12 AM. W: 7-8 PM

LINKS TO RELATED ORGANIZATIONS

- 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 Public Human Services Association - <https://www.aphsa.org/>
- American Federation of State, County and Municipal Employees <https://www.afscme.org/about>
- US Public Interest Research Group - <https://pirg.org/>
- Brookings Institution - <https://www.brookings.edu/>
- National Association of Government Communicators - <https://nagc.com/>
- Association of Government Accountants - <https://www.agacgfm.org/>
- Senior Executives Association - <https://seniorexecs.org/>
- National Association for Catering and Events - <https://www.nace.net/>
- National Association of Productivity & Organizing Professionals - <https://www.napo.net/>
- Strategic Management Society - <https://www.strategicmanagement.net/>
- Society for Information Management- <https://www.simnet.org/>
- Women in Technology International - <https://witi.com/>
- National Association of Government Web Professionals - <https://nagw.org/>

INSTRUCTOR: Lois M Warner, PhD
Office: 973-353-3678, Voicemail - 973-568-4278
Available M, F: 10-12 AM. W: 7-8 PM