

CORE CURRICULUM: CLUSTER TWO

Public Organizations

Course Number: 26:834:522 Course Credit (3)

Fall 2002

Thursdays 5:30-8:10 Hill Hall 202

Prof. Kathe Callahan Office: Hill Hall 724 973-353-5093 ext. 31

kathe@andromeda.rutgers.edu

Office Hours by Arrangement

Course Description and Objective:

This course will provide students with an overview and understanding of public organizations. We will discuss the dynamic context of public organizations, the key dimensions of organizing and managing public organizations, and the challenges and constraints public administrators face in the effective management of public organizations. The primary goal of this course is to provide you with the conceptual tools you need to help you make sense, and deal with, organizational life as a professional.

Course Expectations:

1. Attend all class sessions and show up on time.
2. Complete all readings prior to class.
3. Actively participate in class discussions. Submit six reaction paper (2-3 pages). Once, possibly twice, during the semester you will be responsible for sharing your reaction paper with your fellow students and for leading a portion of the class discussion that evening. Schedule provided.
4. Prepare and present, orally and in writing, organizational analyses of a public or non-profit organization. You must utilize, and therefore understand, Bolman and Deal's organizational framework.
5. Provide evidence of your mastery of the material in all written assignments and class discussions.

Your grade will be based on: Class participation Reaction papers Organization Analyses
20% 30% 50%

Class participation: I expect students to come to class prepared and ready to participate in all class activities. This includes readings, class discussions, small group activities, debates, reaction papers and organization analyses.

Reaction papers: Reacting to what other people write helps you think about what they have to say, as well hone your own skills at writing clearly and concisely. These are short, 2-3 pages, papers and each student is expected to submit 6 reaction papers over the course of the semester. In the reaction papers I expect you to react -- tell me what you think about the readings and if possible apply the theory to present day situations. I do not want a summary of the assigned readings. At least once during the semester, and possibly twice, you will be responsible for sharing your reaction paper with your fellow students and for leading a portion of the class discussion that evening. I will develop a schedule that will evenly distribute the papers and have the schedule to you the second week of classes. I will also create an e-mail distribution list. When it's your turn to share your paper with the class you will do so electronically and by 8 pm on the Tuesday preceding the class.

Organization Analyses: Writing a series of organization analyses will allow you to apply what you learn in this class to the description and interpretation of a public or non-profit agency. I prefer that you select a department, or operational unit, preferably with five to fifty or so employees or a small non-profit. (For example, the Newark Health Department or Department of Finance, not the entire City of Newark -- or a regional office for the Department of Motor Vehicles, not the entire agency.) You may select to analyze the agency where you work. For students not analyzing their own agency, please select an agency that is close by so you have ready access to the people who work there.

Each student will prepare five analyses, each about 5-6 pages (double-spaced) in length. The first analysis will describe the agency from a structural perspective. The second will analyze the agency in terms of human resource theories. The third will consider the agency either in terms of what Bolman and Deal refer to as the political frame and the fourth paper from the symbolic perspective. The final analysis should focus on a particular problem or opportunity for the agency. Using the analyses you have already written, as appropriate to the problem or opportunity, and whatever other theories you find useful, your final analysis will attempt to diagnose the situation confronting the agency and suggest organizational changes through which the agency might address that problem or opportunity. What frameworks help or hinder the change strategy. Why? Which frame(s) is dominant and how does that influence the organization's capacity for change? Each analysis is due on the date indicated below. We will discuss the analyses in class, and each student will present at least one organizational analysis orally to the class.

Texts:

Bolman, Lee G. and Deal, Terrence E. (1997) Refraining Organizations: Artistry, Choice and Leadership, Second Edition, Jossey-Bass.

Rainey, Hal.(1997) Managing and Understanding Public Organizations. Jossey-Bass.

Class Schedule and Assignments:

Class 1: 9/5 Introduction

Overview of Bolman and Deal framework as it relates to your organization analyses.

- Class 2: 9/12 The unique nature of public organizations Rainey: Chapters 1 and 3
Mintzberg, H. (1996) "Managing Government, Governing Management,"
Harvard Business Review, May/June, p. 75
Reaction paper
- Class 3: 9/19 Organization theories and public agencies
Rainey: Chapter 2
Bolman and Deal: Chapter 1 and 2
Presentations on theorists (instead of reaction papers)
- Class 4: 9/26 The structure of organizations
Rainey: Chapter 8
Bolman and Deal: Chapter 3, 4, 5
Reaction paper
- Class 5: 10/3 Applying the structural framework
Structural analysis due
Student presentations
HBR Case
- Class 6: 10/10 People in Organizations
Bolman and Deal: Chapter 6
Rainey: Chapters 9 and 10
Reaction paper
- Class 7: 10/17 Leadership and Group Dynamics
Bolman and Deal: Chapters 7 and 8
Rainey: Chapters 11 and 12
Reaction paper
- Class 8: 10/24 Applying the Human Resource Framework
Human Resource Analysis Due
Student presentations
- Class 9: 10/31 Political Arenas and the External Environment
Bolman and Deal: Chapters 9, 10, 11
Rainey: Chapters 5 and 7
Reaction paper
- Class 10: 11/7 Applying the Political framework
Political Analysis Due
Student presentations
- Class 11: 11/14 Organizational Culture and Symbols
Bolman and Deal: Chapters 12-14
Reaction paper
- Class 12: 11/21 Applying the symbolic framework
Symbolic Analysis due
Student presentations
Keyes Martin Case
- Class 13: 11/28 THANKSGIVING

Class 14: 12/7	Integrating the Frames Bolman and Deal: Chapters 15-18 Student presentations
Class 15: 12/12	Pulling it all together Bolman and Deal: Chapters 19-21 Student presentations
12/19	Final papers due by 5 pm No class