GUIDANCE ON PANDEY’S SECTION OF MANAGING PUBLIC ORGANIZATIONS FOR FALL 2013

PLEASE NOTE:

1. The purpose of this document is to provide you with preliminary guidance about Professor Pandey’s Fall 2013 section of the course, *Managing Public Organizations*.

2. While the core of the course and the assessment will likely remain the same, it is possible that Professor Pandey may make major changes. He will be reviewing over the Summer of 2013 the latest developments in public management literature and pedagogy to update this syllabus. The updated syllabus will be available on the first day of classes.

3. Please DO NOT buy the Rainey (2009) textbook based on guidance in this syllabus. Any update on this will be provided on the first day of class and note that there is no reading requirement for the first session.

4. Hope you have a good summer and look forward to seeing you in the fall! Best wishes!
Spring 2012  
20:834:522:01 – Public Organizations  
School of Public Affairs and Administration (SPAA)  
Rutgers, The State University of New Jersey, Newark  
MON 5:30 to 8:10 PM, ENG 303

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Office Hours: By Appointment (please email for time)  

Note: This syllabus is subject to change.

Course Description:

This is a survey course on organization and management theory. The subject matter is vast and therefore it is not possible to include every conceivable, indeed even important, theme in a single course. Our in-depth exploration of some of the central themes in the study of public organizations should, however, prepare you for further study of other important themes as well.

Throughout the semester, a special effort will be made to assess the relevance of different theories and concepts to management of public organizations. The course will cover major topics in management theory and also explore how these theories can inform and enrich our understanding of organizations.

Teaching method will include lectures, case analysis, and class discussion. A big part of your learning will be through case analysis and class discussion. You are, therefore, expected to come prepared to class having completed the readings. The course emphasizes and indeed puts a premium on clearly expressing your ideas in written form – you should be prepared to invest substantial time in writing.

Readings:


Resources:

1. Writing Center at Rutgers-Newark: See further details at http://andromeda.rutgers.edu/~nwc/

2. Rutgers Library: See more details at http://libguides.rutgers.edu/cat.php?cid=25872
Course Requirements, Grading, & Policies:

I. Students are expected to conduct themselves in a manner befitting those studying for a professional Masters degree. Specifically, students are expected to:

   1) Attend all classes and complete all assignments on time
   2) Make active and constructive contributions to classroom discussion
   3) Maintain the highest professional standards in the classroom
   4) Use technology (such as cell phones, computers) responsibly

II. Grades will be based on the following*:

   (*Please note only paper submissions allowed for the assignments.)

   Memo                              - 25%
   Course Project Paper              - 35%
   Final Examination                 - 40%

For the memo writing, you are required to review and use the suggestions Dobel, Elmore, and Werner offer in their note titled, “Memoranda Writing” (this will be provided to you).

The course project provides you an opportunity to further your learning about a topic relevant to this course. You will be provided several alternative ways of completing this project. You will have at least one one-on-one meeting with the instructor for review and feedback on your progress.

All assignments need to be submitted on time. There will be a penalty of 1/10 grade point for every day the assignment is late. Assignments not submitted by the last due date for the course will receive zero points and will be factored in the grading. You are strongly encouraged to complete work on time and receive appropriate letter grade at the end of the semester, rather than an incomplete grade.

If you receive a grade lower than B on the memo, you will have the opportunity to rewrite the memo in order to improve your grade to a B. The deadline for turning in a revision will be the week after the graded memo is handed out; no resubmissions will be accepted past this date. For a revision to be graded, you need to submit the following three documents: i) original submission with instructor comments, ii) revised memo, and iii) a cover memo to the instructor specifying clearly how the revised memo is an improvement over the original memo. Note that the mere act of resubmission does not guarantee an improved grade.
III. Rutgers takes academic integrity seriously. For details please refer to http://academicintegrity.rutgers.edu/

Students are expected to know what constitutes plagiarism and not engage in plagiarism. Note that borrowing and building upon others’ ideas is accepted in academia. What is not acceptable is presenting other’s ideas as your own without acknowledging it as such (for an informational introduction to plagiarism, please see http://library.camden.rutgers.edu/EducationalModule/Plagiarism/) Plagiarism will have consequences such as receiving zero points on the assignment and reporting to appropriate University authorities (please see the academic integrity policy at the website referenced at the beginning of the paragraph).

IV. The University recognizes an obligation “to make all programs sponsored by Rutgers accessible to those with disabilities”. Within SPAA, you may contact Dean Gail Daniels for guidance and assistance. The University Office of Disability Services may be contacted at 973-353-5375. Further Information about disability services can be found at http://robeson.rutgers.edu/studentlife/disability.html. Please feel free to also contact me privately with regard to your needs in this course.
Course Schedule*

*Subject to change

Session 1 (Jan 23):  Introduction and Overview
Chapter 1

Session 2 (Jan 30):  A Historical Overview of Organization Theory
Chapter 2

Session 3 (Feb 6):  Public Organizations and their Environment
Chapter 3
- Memo assignment handed out
- Case Study

Session 4 (Feb 13):  Case Study on Mapping Public Organization’s Environment
- Optional reading – Chapter 4

Session 5 (Feb 20):  Organizational Goals and Effectiveness
Chapter 6
- Course Project Paper 1-page outline DUE

Session 6 (Feb 27):  Organizational Structure
Chapter 8
- Memo assignment DUE
- Case Study

Session 7 (Mar 5):  Work-related Values, Attitudes & Motivation
Chapter 9

************Spring Break************

Chapter 10

Session 9 (Mar 26):  1-on-1 meetings on Course Project Paper
Session 10 (Apr 2):  Organizational Culture and Leadership
   Chapter 11
   • Case Study
   • Role Play exercise beginning

Session 11 (Apr 9):  Strategy and Decision-making
   Chapter 7 & Chapter 12
   • Case Study

Session 12 (Apr 16):  Case Study on Strategic Management

Session 13 (Apr 23):  No class meeting -- Prepare for Presentations???

Session 14 (Apr 30):  Course Project Presentations
   • Course Project Paper Due

May 7
   • Final Examination