

**PA 415**  
**ORGANIZATION THEORY AND**  
**PUBLIC MANAGEMENT**

Summer 2010

Mon and Wed

6-9 pm

**Instructor:** John Perry  
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**Office Hours:** Tuesday/Wednesday by appointment

**Course Overview and Objectives**

The goal of this course is for students to gain a working understanding of organization theory and organizational behavior. The course focuses on theories, concepts, and practices relating to employee motivation, work groups and teams, leadership, decision making, communication, change, and the external environment of public organizations. Students will be expected to understand the basic concepts of organization theory, link them to challenges in a public management setting, and apply them in an effective manner to cases studied.

**Required Readings**

Two books are required for the course:

Rainey, H. G. 2009. *Understanding and Managing Public Organizations, Fourth Edition*. San Francisco, CA: Jossey-Bass Publishers.

Perry, J. 2010. *Blueprint for Building Community: Leadership Insights for Good Government*. AuthorHouse Publishers.

There will be a class web site on the Blackboard system at <http://blackboard.uic.edu> Additional supplemental reading material will be posted on this site as well as questions related to these readings and weekly class discussion.

## **Class Format**

I will use a variety of methods to teach this class. I will try to use my experience in managing organizations to highlight theories and issues that are outlined in the Rainey text and other supplemental readings. I will look for you to actively participate in the teaching-learning process. I will seek your feedback on my teaching approach as we proceed through the semester. We will succeed by measuring our improvement as individuals and as team players in the class group.

Class lectures will augment the assigned readings. You are expected to have read the assignments before the topic is presented. You are expected to have an understanding of the assigned readings, even if we do not discuss them in class. We will be doing activities in class that assume you have read the assignments so I emphasize that you come to class prepared!

## **Grading**

Your final grade will be composed of the components discussed below.

1. **Written Cases--15%.** Your final grade will depend on your written response to cases and exercises as specified in the course schedule and assignments below. Your responses to the written cases identified in the syllabus should be no more than four, double-spaced pages.
2. **Mid-Term--15%.** This exam will combine multiple choice and problem-based questions to insure that you have a grasp on the primary elements of organization theory. We will only cover the readings assigned prior to the exam date.
3. **Class Preparation and Participation--20%.** Your final grade is based on being prepared for class (i.e., completing assignments and readings that are not necessarily graded) and class participation. I expect that you will complete all assignments and readings prior to class and be prepared to discuss these assignments with your classmates. In a class such as this, participation is extremely important to ensure a high quality experience. Criteria for a favorable participation grade include both the quality and quantity of class contribution. Dominating class discussion without regard to your classmates' viewpoints or not talking at all in class or not completing assigned work will result in an unfavorable grade. Generally, if you participate in class discussion and group activities in a constructive way and come to class prepared, you will receive a high participation grade. If you never speak in class, come to class ill-prepared, or dominate class discussion with irrelevant topics, you will receive a low participation grade.
4. **Final Exam--20%.** The exam will be comprehensive and cover all readings, discussions, lectures, cases, and exercises. The exam will be problem-based. You will need to apply what you have learned in the class to real problems, but you will also need to recall some details of the theories and concepts you learn during the semester. In order for you to apply successfully the concepts and theories in the exam, you need to have a firm understanding of the basic principles and facts regarding the material covered.

5. **Group Report—30%.** The class will divide into groups of 3 students for the purpose of completing group projects. The group report grade will depend upon a 10 minute group presentation to the class and a group paper on the subject chosen of ten pages. The paper must be submitted by the end of week 7. The group presentation will be an opportunity for the group to share information with the class about issues of organization theory and public management that relate to the subject chosen. The group should also seek input from the class about the chosen subject to be used in the analysis to be incorporated into the final group paper. The final paper will be judged upon writing quality and quality of the analysis of the public management issue.

### **Accommodations**

*Disabilities:* Please let me know if you have a disability that requires accommodations of any sort and we will make the necessary arrangements.

*Class Etiquette:* As this is a professional degree it goes without saying that this class is an exercise in professional development and courtesy. It reflects poorly on yourself as a future administrator and is discourteous to myself and your colleagues to use cell phones, surf the web, etc. during class. Thank you.

*Attendance:* Attendance is mandatory. We can all benefit from your point of view, so make a point to come to class regularly. If a student has to miss a class, advance notice would be appreciated (email or voice mail). In these cases, students are expected to keep up with the class requirements and turn in assignments on time. All students are expected to attend and participate in classes. The instructor reserves the right to round a student's grade up (or down) based on his or her contributions to class discussions.

*Academic Honesty:* All academic work must meet the standards contained in the Student Disciplinary Procedure (October 1993). Students are responsible for informing themselves about those standards before performing any academic work.

[http://www.vcsa.uic.edu/MainSite/departments/dean\\_of\\_students/Our+Services/Student+Judicial+Affairs.htm](http://www.vcsa.uic.edu/MainSite/departments/dean_of_students/Our+Services/Student+Judicial+Affairs.htm).

Violations of Academic Integrity include, but are not limited to:

1. **Cheating.** (1) Using or attempting to use unauthorized materials or information in any academic exercise; (2) extending or receiving unauthorized assistance on any examination or assignment.
2. **Fabrication.** Falsifying any information or citation in an academic exercise.
3. **Facilitating academic dishonesty/ plagiarism.** Intentionally representing the words or ideas of another as one's own in any academic exercise.
4. **Bribes, favors, threats.** (1) Threatening, bribing, or attempting to bribe any person with the intention of affecting an evaluation of academic performance; (2) conspiring to bribe or threaten a person with the intention of affecting an evaluation of academic performance.
5. **Examination by proxy.** Impersonating another student during an exam, or intentionally allowing such an impersonation.

6. **Grade tampering.** Tampering or attempting to tamper with grades.

7. **Non-original works.** Falsely claiming, or attempting to claim, authorship of another person's written work.

*Academic Resources:* As a student in this masters program, you have the privilege of accessing an abundance of credible academic resources and popular media, including an array of academic publications through the library and numerous magazines and newspapers (see Lexus Nexus). Please reference your work with reputable publications. Although Wikipedia may be a convenient starting point for your work, it is not an acceptable source of credible information.

*Assignments:* All written assignments must be turned in on time. It will be the instructor's discretion whether to accept any assignment after that time. If they are accepted, they will be given a lower grade. In an attempt to be fair to students who turn assignments in on time, late assignments will be penalized except under extraordinary circumstances where the instructor has given advance permission.

*Formatting:* The standard for all assignments is Times New Roman font, size 12 point, double-spaced, and margins of 1 on all sides. Students must cite works properly and consistently, using the American Psychological Association (APA) style <http://www.apastyle.org/index.html>. All work that is borrowed directly, paraphrased, or alluded to must be properly cited. **Plagiarism** – borrowing any idea, theory, information, or facts that are not common knowledge without acknowledging the source - is a very serious offence. Plagiarism will be detected and punished. The academic honor code applies under all conditions.

*Grades:* Grades are A for above expectations (92-100%), B for at expectations (82%-85%), and C (75%-85%) for below expectations, D (65-75%), and F (less than 65%).

### **College Study Strategies & Study Tips -**

<http://www.vcsa.uic.edu/MainSite/departments/ace/home/strategies.htm>

**Writing Center -** <http://www.uic.edu/depts/engl/writing/index.html>

## **Course Schedule and Assignments**

<b>Date</b>	<b>Topic and Assignment</b>
Week 1	Introductions and Course Overview
June 14/16	Rainey, Chapter 1. The Challenge of Effective Public Organization and Management, and Chapter 2, Understanding the Study of Organizations: A Historical Review
	Perry, Preface
	Supplemental Readings: Herbert Simon, <i>The Proverbs of Administration</i> . Public Administration Review, Vol. 6, No. 1.

Week 2 Organization Environment and the Uniqueness of Public Organizations

June 21/23

Rainey, Chapter 4. Analyzing the Environment of Public Organizations and Chapter 5. The Impact of Political Power and Public Policy and Chapter 8. Organization Structure, Design, Technology, and Information Technology

Perry, Chapter, 1. Fulfilling Dreams. Chapter 2. A Place to Call Home, and Chapter 7, Aligning People and Organization Propels Community Forward

June 21: *Case: The Management of Brookhaven National Laboratory* (discussion only)

June 23: Written Case 1---*Moving the Maisenbacher*. Prepare an essay (5% of your grade) that responds to the questions at the end of the case. Your essay should not exceed four, double-spaced pages.

June 23: *Group Exercise: Indiana Professional Licensing Agency* (discussion only)

Week 3 Leadership and Management

June 28/30

Rainey, Chapter 11. Leadership, Managerial Roles, and Organization Culture

Perry, Chapter 3. Leader Values—Valued Leadership. Chapter 4. Leadership Team Unified for Success

Supplemental Readings: ICMA Practice Groups; Marvin Zonis leadership article; Fr. Michael Pflieger

June 28: Written Case 2---*The Case of the Vanishing Volunteers*. Prepare an essay (5% of your grade) that responds to questions 4-6 at the end of the case. Your essay should not exceed four, double-spaced pages.

June 28: Group Presentations---2

June 30: Group Presentations---2

Week 4 Decision-Making

July 7

Rainey, Chapter 6. Organizational Goals and Effectiveness and Chapter 7, Formulating and Achieving Purpose: Power, Strategy, and Decision Making.

Perry, Chapter 5. Engaging Citizens in Building a First-Class Community and Chapter 6, Strategies for Building Community

Supplemental Readings: Woodridge Community Needs Survey; Michael Briand, *Five Principles for a Community that Works*

July 7: Written Case 3---*Relocating a State Reformatory School*. Prepare an essay (5% of your grade) that responds to questions at the end of the case. Your essay should not exceed four, double-spaced pages.

July 7: Group Presentations—3

Week 5  
July 12/14

Motivation, Teamwork, and Attitudes

Rainey, Chapter 9. Understanding People in Public Organizations: Values and Motives and Chapter 10. Understanding People in Public Organizations: Theories of Work Motivation and Work-Related Attitudes. Perry, Chapter 9. Teammates Fighting for the City's Ideals

Supplemental Readings: Perry, J.L., Public Service Motivation

July 12: Mid-term

July 14: Group Presentations—2

Week 6  
July 19/21

Performance and Change

Rainey, Chapter 13. Managing Organization Change and Development And Chapter 14. Advancing Effective Management in the Public Sector. Perry, Chapter 10. Building the Community of Tomorrow.

Case: *Habitat for Humanity of Medina: Confronting the Changing Times* (discussion only).

Week 7  
July 26/28

Conflict and Communication

Rainey, Chapter 12. Teamwork: Understanding Communication and Conflict in and Among Groups. Perry, Chapter 8. Doing Good Things and Telling People

Week 8  
August 2/4

Technology  
Rainey, Chapter 8. Organization Structure, Design, Technology, and  
Information Technology

August 4: Final Exam