Organization Theory in Public Management

Instructor: **Chansu Jung**

Course Description

      This course explores an elaborate body of theory, research, and practice in the field of public management. Furthermore, students are expected to develop more advanced knowledge of a chosen topic out of the listed ones in the class schedule through their individual term paper.

      To these ends, students will critically review the literature of the topics below in public management every week and give at least two short presentations about two topics. They should develop their individual research plans and conduct empirical research about public organizations by using some survey data. Moreover, they will present their empirical study before the last class.

      In addition, this course will cover practical applications of the main organizational concepts to the actual situations in the textbook. The methods include case studies and group discussions.

Course Objectives:

1. This course will provide an overview of organizational theory and research in public management.
2. This course will provide knowledge of research methods and results in current academic status of public management.
3. This course will foster practical thinking for dealing with practical challenges in public organizations, such as decision making in organizations, motivating public employees, improving effectiveness, and other challenges.
4. This course will facilitate the application of various concepts and techniques in public and nonprofit organizations. To this end, students will be expected to do a review of public management literature and they will be expected to develop their academic ability to conduct an empirical study about public organizations.

Required Books

Rainey, Hal G. 2003. *Understanding and Managing Public Organizations*, 3rd edition. San
      Francisco: Wiley/Jossey-Bass.
Case studies will be provided before the sessions.
Additional readings as assigned. Acquisition of these readings will be discussed in class.

Class Format

- One or one-and-a- half hour lecture will be given at the beginning of every class.
- Students will participate in group discussion about case study and each group will give a short presentation.
- Students will present their summaries of assigned articles and discuss the articles.

Assignments
- Students will choose two or three articles or book chapters in the below list to summarize in no more than three single-space pages and present them.
- Students will choose one topic, conduct an empirical research project on it, and submit a publishable paper. In addition, students will present their project paper and review others' papers
- The topic of the project paper will be decided after talking with the instructor.

Evaluation
Participation: 10% (including attendance and participation in group discussions)
Summaries and Presentations of Articles: 10%
Midterm Exam: 20% (Take-Home)
Final Exam: 30% (Take-Home)
Course Project Paper: 30%

Attendance Policy
This course will follow an attendance policy. Students' final participation grades will be reduced for any unexcused absence. If a student misses more than three classes, he/she receives a grade no higher than "B" in this course. Personal emergencies and professional obligations can be excused. Students should talk with the instructor about such absences. Tardiness will also result in reduction in participation grade.

Late Work and Make-up
Late work without prior approval will lead to reduced grade by 15% for each day it is late. Make-up exams will be given for only the excused absences from class. The schedule of the make-up exam will be discussed.

Disability Policy
If a student has any disability that can influence the ability to perform in this course, he/she should notify the instructor of the disability so that the instructor can make reasonable accommodations.

General University Policies
Students are required to inform themselves about **Academic Honesty Policy** of the University found at the Website for the University Policy. Any violations of the policy will lead to the strongest penalty.

Class Schedule

Week 1. Introduction and Overview
　　　Rainey, Chapter 1-"

Week 2. The Comparison between the Public and the Private Sector
　　　Rainey, Chapter 3 - "What Makes Public Organizations Distinctive"

● Case Study - "Purdue Farms Inc.: Responding to 21st Century Challenges"

● Allison, Graham T. 1980. "Public and Private Management: Are They Fundamentally Alike in all Unimportant Respects?" In *Classics of Public Administration*, ed. Jay M. Sharfritz, Albert C. Hyde, and Sandra J. Parkes, 396-413. Belmont, CA: Wadsworth/Thompson.

● Rainey, Hal G., and Young-Han Chun. 2005. "Public and Private Management Compared." In *The Oxford Handbook of Public Management*, ed. Ewan Ferlie, Laurence E. Lynn Jr., and Christopher Pollitt, 72-102. Oxford, New York: Oxford University.

Week 3. Organizational Goals and Performance

Rainey, Chapter 6 - "Organizational Goals and Effectiveness"

● Case Study - "The University Art Museum"

● Chun, Young Han, and Hal G. Rainey. 2005. Goal Ambiguity in U.S. Federal Agencies. *Journal of Public Administration Research and Theory,* 15 (1): 1-30.

● Rainey, Hal G., and Steinbauer Paula. 1999. Galloping Elephants: Developing Elements of a Theory of Effective Government Organizations. *Journal of Public Administration Research and Theory,* 9(1): 1-32.

Week 4. Organizational Power, Politics, and Conflicts

Rainey, Chapter 4 and 5 - "Analyzing the Environment of Public Organizations" and "The Impact of Political Power and Public Policy"

● Case Study - "The Daily Tribune"

● Meier, Kenneth J. 1980. Measuring Organizational Power: Resources and Autonomy of Government agencies. *Administration and Society*, 12 (3): 357-375.

● Meier, Kenneth. J. 2000. *Politics and the bureaucracy.* For Worth, TX: Harcourt College Publishing company.-Chapter 1 and 2-"Bureaucracy and Politics" and "The Structure of American Bureaucracy"

Week 5. Decision Making and Organizational Structure

Rainey, Chapter 7 and 8 - "Formulation and Achieving Purpose: Power, Strategy, and Decision Making" and "Organizational Structure, Design, Technology, and Information Technology"

● Case Study – "The Dilemma of Aliesha State College: Competence versus Need"

● Jones, Bryan D. 2003. Bounded Rationality and Political Science: Lessons from Public Administration and Public Policy. *Journal of Public Administration Research and Theory,* 13 (4): 395-412.

● Robert K. Merton. 1940. "Bureaucratic Structure and Personality" In *Classics of Public Administration*, ed. Jay M. Sharfritz, Albert C. Hyde, and Sandra J. Parkes, 109-117. Belmont, CA: Wadsworth/Thompson.

Week 6. Motivation Theory in Public Organizations

Rainey, Chapter 9 - "Understanding People in Public Organizations: Values and Motives"

●Perry, James L., and Lois R. Wise. 1990. The Motivational Bases of Public Service. *Public Administration Review*, 50 (3): 367-373.

●Locke, Edwin A. and Gary P. Latham. 2002. Building a Practically Useful Theory of goal Setting and Task Motivation: A 35-Year Odyssey." *American Psychologist*, 57 (9).

Week 7. Midterm Examination

Week 8. Motivation, Work-Related Attitudes, and Performance

Rainey, Chapter 10 - "Understanding People in Public Organizations: Theories of Work Motivation and Work-Related Attitudes"

●Alonso, P., and G. B. Lewis. 2001. Public Service Motivation and Job Performance: Evidence from the Federal Sector. *The American Review of Public Administration*, 31 (4): 363-80.

●Pandey, Sanjay K., Wright Bradley E., and Moynihan Donald P. 2008. Public service motivation and interpersonal citizenship behavior in public organizations: Testing a preliminary model. *International Public Management Journal*, 11(1):89-108.

Week 9. Leadership and Organizational Culture

Rainey, Chapter 11 - "Leadership, Managerial Roles, and Organizational Culture"

● Case Study – "A Funeral in the Public Center"

●Ott, Steven J. 1989. "Understanding Organizational Culture." In *Classics of Public Administration*, ed. Jay M. Sharfritz, Albert C. Hyde, and Sandra J. Parkes, 487-493. Belmont, CA: Wadsworth/Thompson.

●Park, Sung Min, and Rainey, Hal G. 2008. Leadership and public service motivation in U.S. federal agencies. *International Public Management Journal*, 11(1): 109-142.

Week 10. Communication in Public Organizations

Rainey, Chapter 12 - "Teamwork: Understanding Communication and Conflict in and Among Group"

● Case Study – "Pierre Dux"

● Pandey, Sanjay K., and James L. Garnett. 2006. Exploring public sector communication

performance: Testing a model and drawing implications. *Public Administration Review,* 66 (1): 37-51.

Week 11. Organizational Change and Development in the Public Sector
   Rainey, Chapter13 - "Managing Organizational Change and Development"

   ● Case Study – "Shoe Corporation of Illinois"

   ● The National Performance Review. 1993. "From Red Tape to Results: Creating a Government That Works Better and Costs Less." In *Classics of Public Administration*, ed. Jay M. Sharfritz, Albert C. Hyde, and Sandra J. Parkes, 556-563. Belmont, CA: Wadsworth/Thompson.
   ● Moe, Ronald C. The 'Reinventing Government' Exercise: Misinterpreting the Problem, Misjudging the Consequences. *Public Administration Review*, 54 (2): 111-123.

Week 12. Main Topics in Public Management: Red tape, Network, and Other Topics
   ● Pandey, S. K. and P. G. Scott. 2002. Red Tape: A Review and Assessment of Concepts and Measures. *Journal of Public Administration Research and Theory*, 12: 553-580.
   ● Rainey, Hal G., Sanjay Pandey, and Barry Bozeman. 1995. Research Note: Public and Private Managers' Perceptions of Red Tape. *Public Administration Review*, 55 (6): 567-574.
   ● Pandey, Sanjay K., and Donald P. Moynihan. 2007. Bureaucratic red tape and Organizational Performance: Testing the Moderating Role of Culture and Political Support. In *Public Service Performance: Perspectives on Measurement and Management*, ed. George A. Boyne, Kenneth J. Meier, Laurence J. O' Toole Jr., and Richard M. Walker, 130–51. Cambridge: Cambridge Univ. Press.
   ● O'Toole Jr., Laurence J. Treating Networks Seriously: Practical and Research-Based Agendas in Public Administration. *Public Administration Review*, 57 (1): 45-52.
   ● Meier, Kenneth J., and Laurence J. O'Toole. 2003. Public Management and Educational Performance: The Impact of Managerial Networking. *Public Administration Review*, 11 (4): 689-699.

Week 13. Presentation and Review of Research

Week 14. Presentation and Review of Research

Week 15. Final Examination