# PUAD 501 - 191: Managing Public and Private Organizations

School of Business

Management, Marketing, and Public Administration

Spring 2017 / 3 Credits

Bowie State University

## Instructor:

Daniel Hummel

Email: dhummel@bowiestate.edu

CBGS: Room 2346

BSU – Bowie

Office Hours: T/R (12 – 4PM)

## Course Dates and Location:

Dates: January 25th – May 11th 2017

Days: Tuesday

Time: 4:55 – 7:25PM

Building: CBGS

Room: L2216

## Required Textbook:

Rainey, H. G. (2014). Understanding and managing public organizations (5th ed.). San Francisco, CA: Jossey-Bass.

## Course Description:

This course will explore the theories, frameworks and elements of organization studies including the organization environment, work motivation, organization design and change and effective public management and development. This exploration will provide a strong foundation in the field for the early and mid-career professional alike as well as those oriented towards public service (practice) or academia. In addition, this course will emphasize those skills needed to be effective in organizational settings. This is a generalized course with no prerequisites required for enrollment.

Performance in the course will be assessed through a combination of methods that emphasize participation, problem-solving and inter-personal skill development. This will include class activities and discussions, case studies and a final group paper. The class will be about 50 percent lecture and 50 percent class activities and discussions. There are no exams/quizzes in this class nor are there any presentations. The class will be traditional i.e. face-to-face (not online), however periodically an assignment may be substituted for a class meeting.

### Learning Objectives:

Upon completing this class, students will -

* **Goal 1: Develop a foundational knowledge of organization studies:**
	+ Students will be expected to complete the readings for each week and participate in class activities and discussions
	+ Students will learn about the various elements of the field from a contemporary and historical perspective
* **Goal 2: Apply knowledge from the class to real-life scenarios:**
	+ Students will be expected to complete a series of case studies and in class activities that will apply the knowledge from lectures and readings in the class
	+ This will also require the development of written and oral communication skills as well as inter-personal skills
* **Goal 3: Think innovatively about public and private management:**
	+ Students will be expected to complete a final book critique based on a book that challenges conventional wisdom on organizations and management
	+ This will also require the development of written skills, team building and collaboration

## Course Format & Assignments:

You will be expected to do the readings for each week, participate in class discussions / activities, submit the assignments on time including the case studies and the book critique analysis, and engage with me for any questions / concerns that you have during the course. This course has an online function available on Blackboard. The additional readings will be placed there as well as all assignments will be submitted there. There is one required textbook and an additional book for the critique analysis. See information above for required textbook. Please see details below on communicating with the professor. Please refer to the grading percentages below and the grading scale. Please feel free to ask any questions at any time.

### Communication with the Professor -

I will respond within 24 hours of receiving the email dependent on the need to respond i.e. I will not respond to all emails that do not necessitate a response. If you do not get a response by this time, please email me again as emails get lost, etc. Please allow a longer timeframe for holidays and weekends. I will be available during my office hours for both of us to talk. Please see information above on office hours. I can also be available outside of this time, but please arrange this with me on a case by case basis. Please be respectful in your communication with me. Discourteous communication with me will warrant no response from me. My email is: dhummel@bowiestate.edu.

### Book Critique Analysis –

Students will be divided up into groups for the book critique assignment (depending on the number of students enrolled in the course). Students are required to conduct a book critique on the selected book below. This assignment will be typewritten only (no presentation). **Please follow APA format for paper.** The minimum number of pages for the paper is 15 pages not including the references. **Please do not include a title page or abstract in the paper.** Each group member must participate in the book critique paper. If individuals do not participate then expect a 0. See course schedule below for due date.

#### Book

Taleb, N. N. (2014). *Antifragile: Things that gain from disorder*. New York, NY: Random House Publishing Group.

#### Book critique format

 The format for the book critique includes the following:

* Group names
* Book title
* Summary of book’s main thesis / premise
* Critical analysis
	+ Discuss the particulars of the book that support the main premise.
	+ Explain how the book relates to public or private organizations.
	+ Identify and discuss in great detail at least 5 questions that the book answers and addresses. Provide the answers to the questions.
	+ Identify and explain the strengths and weaknesses of the book.
	+ Identify the audience for the book i.e. managers, policymakers, educators, graduate students etc.
* Concluding analysis
	+ What future implications or trends/precedents does the book set if any in your opinion?
	+ What did you like best and least about the book?
	+ What could the author(s) have done different?
	+ Explain the contributions to the field of organizational behavior, leadership or culture.

#### Book critique rubric

|  |  |  |
| --- | --- | --- |
| **Criteria** | **Description** | **Points Possible** |
| Book Description | A discussion of the particulars of the book that support the main premise(s) and how it relates and contributes to public or private organizations | 20 |
| Questions | At least five questions are identified and discussed in detail. These questions are subsequently answered in the critique. | 15 |
| Strengths / Weaknesses | The various strengths and weakness of the book are identified and explained in the critique. | 20 |
| Book Audience | The potential audience for the book such as managers or policymakers are identified in the critique. | 10 |
| Future Implications | Future implications / trends are discussed in the critique. | 10 |
| Opinion – Likes & Directions | The likes and dislikes of the book are assessed in the critique. The critique also explores those things that could have been done differently. | 10 |
| Overall Quality | The paper reflects graduate-level writing ability. | 10 |
| APA Format | APA 6th Ed. format is followed in the critique. | 5 |
| Total Points Earned |  | 100 |

### Case Studies–

There will be a total of four case study assignments found on Blackboard. See course schedule below. These are individual assignments i.e. each student will complete their own case study. They must be typed in an essay format. The essay should be no longer than 3-5 pages typewritten and double spaced. The details to each individual assignment can be found in Blackboard under the ‘Assignments & Tests’ tab. Two weeks before the assignment is due a link will appear under this tab with details to the assignment.

### Class Activities –

There will be 6 in-class activities throughout the semester. These activities are part of your participation grade. They will be group activities that will be completed during class. See course schedule below.

### Class Discussions –

There will be 6 class discussions throughout the semester. These discussions are also part of our participation grade. They will be group discussions followed by class discussions. See course schedule below.

### Grading/Evaluation –

|  |  |
| --- | --- |
| Class participation | **30%** |
| Case Studies | **40%** |
| Book Critique Paper | **30%** |
| **Total Percent** | **100%** |

#### Grading scale –

A=90 or above;

B=80-89;

C=70-79;

D=60-69;

F=69 and below

A........ Superior (4.00 points)

B........ Very Good, Above Average (3.00 points)

C........ Average (2.00 points)

D........ Poor/Below Average (1.00 point) [not used for graduate courses]

F......... Failure (0.00 points)

## Institutional Resources:

* Blackboard Learning Management Suite
	+ To access Blackboard, students must go to the Bowie State website and then click on BSU Online. Your student login ID and password will be needed to enter the site. Once you are logged in you will need to click on the course identifier. This will give you access to the course in Blackboard. If you have problems enrolling, call OIT at 301-860-4357.
* Tutoring is available at the PRISEM Tutoring Center. This is particularly the case in field related to statistics and quantitative methods. They have limited services to graduate students. They can be reached at 301-860-3999. There is also a Math Lab in the Thurgood Marshall Library. They can be reached at 301-860-3373
* The Thurgood Marshall Library has access to journal databases, Interlibrary Loan, copier and printer services and various collections.

## Prerequisite Knowledge and/or Competencies:

There are no prerequisites for this course. The course covers the basics of organization studies.

## Course or Institutional Policies:

### Attendance –

This is a graduate-level class therefore credit will not be given simply for attending it, however the instructor will verify that each student taking the class is officially enrolled and track attendance throughout the semester. Non-attendance will significantly affect your class participation grade although simply attending without participating will also affect this grade. After two absences, the Department Chair will be notified.

### Policy on late work and make-up exam –

No late work accepted. 0 points will be given. If you are unable to complete an assignment on time, please contact me with reasons before the due date so that accommodations can be made.

### Students with Disabilities –

Students that have physical disabilities and learning deficiencies should discretely make the instructor aware of it and inform the Disability Support Services so that appropriate accommodations can be made.

### Academic Integrity –

For information on the meaning of ‘Academic Integrity’ please visit BSU Policy on Faculty, Student and Institutional Rights and Responsibilities for Academic Integrity – III – 1.00). Discipline regarding academic dishonesty will follow BSU Faculty Handbook outlined in 4.2.2.

### Disruptive Students –

Disruptive behavior will be reported to the Department Chair and the Office of Student Success for appropriate action.

# Bibliography – Non-Textbook Course Readings

Ellenberg, J. (2014). *How not to be wrong: The hidden maths of everyday life*. New York, NY: Penguin Books.

Lowery, Daniel. 2005. "Self-Reflexivity: A Place for Religion and Spirituality in Public Administration." *Public Administration Review* 65, no. 3: 324-34.

Houston, David J., Patricia K. Freeman, and David L. Feldman. 2008. "How Naked Is the Public Square? Religion, Public Service, and Implications for Public Administration." *Public Administration Review* 68, no. 3: 428-44.

Overeem, P., & Verhoef, J. (2014). Moral Dilemmas, Theoretical Confusion: Value Pluralism and Its Supposed Implications for Public Administration. *Administration & Society, 46*(8), 986-1009.

Wagenaar, H. (2014). The Necessity of Value Pluralism in Administrative Practice: A Reply to Overeem. *Administration & Society, 46*(8), 1020-1028.

## Course Schedule:

### Introduction & History of Study of Public Orgs.: (Week 1: Tuesday (January 31))

**Questions on Syllabus:** Discuss syllabus and any questions

**Textbook Readings:** Rainey, Chapters 1 & 2

No Class Discussion – Introductions only

### Public Orgs v. Private Orgs.: (Week 2: Tuesday (February 7))

**Textbook Readings:** Rainey, Chapter 3

**Class Exercise 1:** The Nature of Public Service

### Public Values, Value Pluralism & Work Motivation: (Week 3: Tuesday (February 14))

**Textbook Readings:** Rainey, Chapter 9

**Non-Textbook Readings:** Overeem & Verhoef, 2014; Wagenaar, 2014

**Class Discussion 1**

**Case Study 1:** A Funeral in the Public Service Center (Due by End of Day – February 20 via Blackboard)

### Individual & Group Values and Attitudes in Public Orgs.: (Week 4: Tuesday (February 21))

**Textbook Readings:** Rainey, Chapter 10

**Non-Textbook Readings:** Lowery, 2005; Houston, Freeman & Feldman, 2008

**Class Discussion 2**

### Teamwork in Orgs.: (Week 5: Tuesday (February 28))

**Textbook Readings:** Rainey, Chapter 12

**Class Discussion 3**

### Environment of Public Orgs.: (Week 6: Tuesday (March 7))

**Textbook Readings:** Rainey, Chapter 4

**Class Exercise 2:** Analyzing the Environment – Applying and Comparing Theoretical Perspectives

### Public Opinion & Public Policy: (Week 7: Tuesday (March 14))

**Textbook Readings:** Rainey, Chapter 5

**Non-Textbook Readings:** Ellenberg, Chapter 17

**Class Discussion 4**

### Spring Break: (Week 8: Tuesday (March 21))

**No Class**

### Power, Strategy & Decision-Making: (Week 9: Tuesday (March 28))

**Textbook Readings:** Rainey, Chapter 7

**Class Exercise 3:** Decision-Making Exercise

**Case Study 2:** A Case Study of Budgetary Obligations (Due by End of Day – April 3 via Blackboard)

### Org. Goals & Effectiveness: (Week 10: Tuesday (April 4))

**Textbook Readings:** Rainey, Chapter 6

**Class Exercise 4:** Performance Budgeting Exercise

### Org. Design & Technology: (Week 11: Tuesday (April 11))

**Textbook Readings:** Rainey, Chapter 8

**Class Exercise 5:** Organizational Structure & Reform

### Org. Change & Development: (Week 12: Tuesday (April 18))

**Textbook Readings:** Rainey, Chapter 13

**Non-Textbook Readings:** TBD

**Class Discussion 5**

**Case Study 3:** Habitat for Humanity of Medina: Confronting the Changing Times (Due by End of Day – April 24 via Blackboard)

### Privatization and Public-Private Partnerships: (Week 13: Tuesday (April 25))

**Textbook Readings:** Rainey, Chapter 14

**Non-Textbook Readings:** TBD

**Class Exercise 6:** Contracting-Out and Transaction Costs

**Case Study 4:** Grandtown’s New Public Library (Due by End of Day – May 1 via Blackboard)

### Self-Governing Systems & Public Choice: (Week 14: Tuesday (May 2))

**Non-Textbook Readings:** TBD

**Class Discussion 6**

### Course Conclusion – Book Discussion: (Week 15: Tuesday (May 9))

Book critiques due via Blackboard (end of day), May 8

**HAVE A GREAT SUMMER VACATION!**