SYLLABUS: UNDERSTANDING AND MANAGING PUBLIC ORGANIZATIONS, 502, 3878

Instructor:	Prof. Deanna Malatesta
Location/Dates:	Tues, Thursday 1:00 PM – 2:15 PM, PV 167
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Office Hours:	Tuesday 11 AM to 12 PM (Canvas chat room); also available for FaceTime or phone call meeting by appointment

COURSE DESCRIPTION

This course is intended for graduate students interested in public management and applications of organization theory to the public sector. We examine theories, concepts, methods and procedures involved in public management. We also the consider the challenges of collaborating across sectors with nonprofits and the private sector. Problems of organization, planning, decision-making, performance evaluation, and the management of human resources are considered.

Specific Course Objectives

- Learn the language of governance necessary for a career in management.
- Understand the distinctions and commonalities among public, private and nonprofit organizations.
- Learn the major developments in organizational theory since 1900.
- Understand the environmental challenges associated with managing organizations.
- Learn key theories associated with employee motivation.
- Understand the challenges associated with organizational change.
- Understand the role of power and politics in achieving organizational goals.
- Consider different approaches to communicating goals and objectives.
- Practice the skill of distilling information and writing in an organized and logical way.
- Practice the skill of writing a professional memo.
- Understand the key ideas as well as the advantages and disadvantages of outsourcing public services.

Required Readings

The required text for this course is:

Rainey, Hal G. 2014. *Understanding and Managing Public Organizations*. Fifth Edition. San Francisco, CA: Jossey Bass. You are welcome to use a previous edition of the text.

Additional required readings, and any supplemental resources are either posted on Canvas o posted on Canvas or available electronically through the library.

Course Format

This course is delivered in a hybrid format, which means partially online and partially in person. You are expected to come to class if possible. However, if you think you are infected, or if you have been around people who have tested positive for coronavirus, please stay home. Given the coronavirus pandemic, every effort will be made to accommodate in-person learners and online learners. Class lectures will be recorded and made available a few hours after class time.

Canvas is the main source for course information and course materials. Use the "module" link on Canvas to keep abreast of chapter and topic materials. You are responsible for reading all materials before the class session that focuses on the topic. For most chapters/topics, you also have a minor assignment, also to be completed before the relevant class session. This assignment is intended to ascertain whether you understand one or more key points in the chapter. I review your answers before class and often incorporate the content into the lectures. If you struggle with the answers read the supplemental materials. Supplemental materials are not required but encouraged as needed.

In addition to the minor assignments, students complete 3 group assignments, a major writing assignment, a midterm and a final. To help you keep on schedule, please review the preliminary schedule at the end of this syllabus and the dates on the Canvas calendar.

Time Commitment

The course is designed to reflect the expectation of about 8-14 hours of work each week, depending on your learning style and your familiarity with the subject matter. Consider the approximate times for the various course activities outlined below in deciding whether you can commit to this course.

- Weekly Readings: Plan on spending about 2-3 hours throughout the week reading and taking notes. I recommend that you highlight key terms and concepts as you read and also take notes, either with a word processor or by hand. Your highlights and notes will be useful for the midterm and final (cumulative) exam.

- Minor Assignments: Expect to spend 30 minutes to an hour for each minor assignment.

- Group Assignments/ Case Studies: Plan on spending 1-2 hours on each group assignment. The time required depends on the number of students in your group and

how tasks are assigned by the group leader(s).

- Management Memo. The time requirement for the memo varies by student. The memo is 1-3 pages with a focus on a management challenge. (One page is a single side; single-spaced with 12-point font). Plan on about 5 hours of time associated with research on your topic and writing drafts. We will discuss the memo in class after week 3 and directions will be posted on Canvas

- Midterm: To prepare for the midterm test, review key terms, readings, and notes EVERY WEEK. Previous students report a couple of additional study sessions of 1-2 hours before taking the final.

- Final. To prepare for the final cumulative test, review key terms, readings, and notes EVERY WEEK. Previous students report a couple of additional study sessions of 1-2 hours each at the end of the semester before taking the final.

COURSE ELEMENTS AND GRADING CRITERIA

Description	Points	Notes
Minor Assignments	10%	In person attendance is not a part of your final grade. However, reading assignments and minor assignments (associated with readings) are considered in lieu of your participation grade.
Group Assignments	25%	All members of the group get the same grade unless group members report that members (s) did not contribute. If you do not contribute to the group work you get a zero for that assignment.
Management Memo	25%	The management memo is 1-3 pages. It is due the class just before Fall Break. We will discuss the specifics in class and a grading rubric will be posted after week 3.
Midterm and Final	40%	The format is online. The midterm is based on topics completed before the test date. The final is a cumulative test. Tests are a combination of T/F, multiple choice and essays.

COURSE POLICIES

Attendance

The student responsibility form requires that you take your temperature every morning and that you refrain from attending class if you have a temperature of 100.4 or other symptoms of illness. In order to ensure that you can do this, attendance will not be a factor in the final grade. Attendance may still be taken to comply with accreditation requirements.

Student Rights

Any student who believes another person in a class is threatening the safety of the class by not wearing a mask or observing physical distancing requirements may leave the class without consequence.

Assigned Seating

In order to ensure we can contact you in the event you are exposed to COVID-19, you must remain in your assigned seat for the entire semester.

Religious Accommodations

I will reasonably accommodate students who want to observe their religious holidays at times when academic requirements conflict with those observances. For the IU policy on religious observances and for student forms to request accommodations, see: http://vpfaa.indiana.edu/forms/index.shtml.

Correspondence

Use Canvas for all email correspondence relevant to this course. I do my best to respond to emails within 24 hours. I will be happy to arrange an office visit, FaceTime appointment or phone call. You can call or text me any reasonable time including over the weekend.

Late Assignments

Know assignment deadlines. All submissions will have a placeholder on Canvas before they are due. Please avoid emailing me assignments and use Canvas instead. In general, **I do not accept late submissions.** I will consider making individual exceptions to this policy, but only if an exception is requested in advance, is legitimate, and can be documented.

Make-up Tests

I expect all students to take tests as scheduled. I will consider making individual exceptions to this policy, but only for some extraordinary circumstance such as severe illness.

Academic Integrity and SPEA Honor Code

Any student found cheating or engaging in any form of academic dishonesty will receive a failing grade for the course and will be reported to the Dean of Student Affairs. Other sanctions are possible. Academic misconduct includes, but is not limited to, cheating on exams or quizzes, copying or collaborating on papers, and misrepresenting information related to missed exams or assignments. Please refer to http://www.iu.edu/~code/ for complete information on student responsibilities regarding academic integrity. Also refer to SPEA's Honor code requirements: https://spea.indiana.edu/doc/undergraduate/ugrd_student_honorcode.pdf.

Plagiarism

Plagiarism is cheating, pure and simple. Plagiarism is not just copying from another student. In our field, proper attribution must be given to a quote or when you paraphrase another author. Your thoughts about a specific article, chapter, or book cannot and should not be taken directly from that publication without citations and references.

A definition of plagiarism, along with ideas on how to avoid plagiarism can be found at: https://www.indiana.edu/~academy/firstPrinciples/overview/shouldDo.html

Incompletes.

Students must have completed 80% or more of the course content, with the completed assignments of passing quality, to be eligible for an Incomplete. The grade of Incomplete is given only when the completed portion of a student's work in the course is of passing quality and only upon a showing of such hardship to a student as would render it unjust to hold the student to the time limits previously fixed for the completion of his/her work.

Late Withdrawal.

Withdrawal after the automatic withdrawal period requires approval by the instructor and relevant Program Director, and must be based on dire circumstances relating to extended illness or equivalent distress (IU Enrollment and Student Academic Information Bulletin). Requests to drop due to a failing grade will not be approved. You must be passing the course at the time of withdrawal. Contact your advisor or the appropriate Program Director if you want to petition for late withdrawal.]

Changes to Syllabus

This syllabus is subject to change or update. If any changes become necessary, they will be announced on Canvas.

GOOD TO KNOW INFORMATION

Disability Services for Students.

Securing accommodations for a student with disabilities is a responsibility shared by the student, the instructor and the DSS Office. For information about support services or accommodations available to students with disabilities, and for the procedures to be followed by students and instructors: http://studentaffairs.iub.edu/dss/.

Disclosure of Student Records.

The 1974 Family Educational Rights & Privacy Act (known as "FERPA") protects the privacy of students' educational records and generally prohibits the release or disclosure of student records by school officials to any third party without the student's prior written consent. Faculty should ensure that, prior to communicating with parents or any third party about a student's educational records (including grades, papers, performance, etc.), they have obtained the necessary prior written consent from the student. The Office of the Registrar has compiled FERPA resources for instructors, including a tutorial, a list of best practices, and a standard consent form. http://registrar.indiana.edu/policies/student-privacy-ferpa.shtml.

Students in Financial Crisis

The Student Advocates Office can help students work through personal and academic problems as well as financial difficulties and concerns in order to help students progress towards earning a degree. In addition to advising student on appeal and financial issues such as financial aid or tuition, they also have emergency funds for IU students experiencing emergency financial crisis. https://studentaffairs.indiana.edu/student-advocates/

Counseling and Psychological Services

For information about services offered to students by CAPS: http://healthcenter.indiana.edu/counseling/index.shtml.

Emergency Response.
To report an emergency, call the IU Police Department at 9-911 from any campus phone or (812-855-4111 from off campus). For information about campus emergency preparedness: http://protect.iu.edu/emergency

Preliminary Schedule

Dates	Lecture Topic	Readings / Topics
August		
25, 27	Class Introduction, Chapter 1, The Nature of Governance	Rainey Chapter 1. The Challenge of Effective Public Organization and Management. Read Introduction and Chapter 1 Readings by Frederickson; Rhodes
September		
1, 3	Brief History of Org Theory, Key Paradigms	Rainey Chapter 2. Understanding the Study of Organizations: A Historical Review.
8,10	Public –Private Distinctions. Part 1	Rainey Chapter 3. What Makes Public Organizations Distinctive. Two assigned PowerPoint Lectures: Idealized Competitive Market, Market Failures.
15,17	Public –Private Distinctions. Part 2	Two assigned PowerPoint Lectures: Idealized Competitive Market, Market Failures.
15,17	The Environment	Rainey Chapter 4. Analyzing the Environment of Public Organizations. Reading on Resource Dependence
22,24	Purpose, Power Decision Making and Strategy, Org Effectiveness. Reforms	Rainey Chapter 5. The Impact of Political Power. Read Chapter 6. Effectiveness
29, 1	Organization Effectiveness, Reforms	Rainey Chapter 7. Formulating and Achieving Purpose, Power, Strategy and Decision Making. Separate Readings on Decision Biases. Effectiveness

**Preliminary
Schedule
Continued**

October

6,8	Review, Midterm	Review, Midterm
13,15	Organizational Structure. Outsourcing and Privatization.	Rainey Chapter 8 (Excerpt). Organizational Structure, Design, Technology, and Information Technology
	Collaboration. Theories of Collaboration	Separate Readings on Outsourcing and Privatization
20,22	People and Motivation	Rainey Chapter 9 and 10 (Excerpts). Understanding People in Public Organizations: Values and Motives
		Chapter 10. Theories of Work Motivation and Work-Related Attitudes
27,29	Leadership and Culture	Rainey Chapter 11 (Excerpts). Leadership, Managerial Roles, and Organizational Culture.

November

3,5		Read Chapter 12 and 13 (Excerpts). Communications and Conflict. Rainey Chapter 13. Organizational Change.
10,12	Review and Final	