The City College of the City University of New York
Program in Public Service Management

Strategic Management of Public Organizations: PSM B1600
Spring 2012
4:50pm – 6:50pm Mondays
Location – NA/4157

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Office Hours: By appointment

Readings

Required


Other required readings will be distributed in class.

Recommended for Reference


Course Goal

Our study of strategic management of public organizations will meld together the knowledge garnered from those who have dedicated their entire careers to the study and practice of public service. It is from the perspectives of these scholars and practitioners that this course will focus on the principles, strategies, practices, and methods in public organization management. We will approach our study of leadership as the foundational element in achieving the efficient, effective, equitable, and representative delivery of public services. This will be accomplished through a review of the literature on public organization theory and organization behavior, applicable case study analysis, and team based learning. We will work together to answer our questions as to how leadership might drive the achievement of public organizations missions by linking our theoretical understanding to the best practices evidenced in the field of public service. With a commitment to this goal and by accepting the responsibility to fulfill all of the course requirements, we will achieve the objectives outlined below.
Course Objectives

At the conclusion of this course, students will be able to:

1. Diagnose and structure strategies to solve organizational problems
2. Identify leadership techniques that mobilize and engage internal and external stakeholders as individuals and as groups in the achievement of the organization’s mission
3. Link theory to practice in the field of public organization management
4. Give leadership to the effective, efficient, equitable, and representative delivery of public services

Expectations

- Arrive on time
- Attend all the classes
- Be prepared (read assigned materials prior to class)
- Contribute in class and in group learning
- Actively listen
- Critically think
- Ask questions
- Complete all assignments on time
- Be respectful – Adhere to University Academic Ethics Guidelines
- Keep cell phones off or on a quiet vibrate

Grading

- Individual Case Analysis (2 @ 15%) – 30%
- Team Project – 30%
- Attendance & Participation – 15%
- Final Exam – 25%
## Class Schedule and Reading Assignments

### Class 1 – January 30th  
**Public Service and Public Organizations**

We will review the course schedule, assign teams, and explore the question of mission and leadership from an organizational and individual perspective.

**Topic:** The mission and purpose of public service organizations

**Objectives:**
- To consider your public service mission
- To clarify class expectations

**Readings:** Distributed in-class case study analysis

### Class 2 – February 6th  
**Organization Theory & Behavior**

We will examine the concepts of organization theory and organization behavior individually and as a collective body of knowledge. A discussion of Team Project deliverables for next class will be conducted.

**Topic:** The context and character of public organizations

**Objectives:**
- To expand our understanding of public organizations from a contextual and character perspective

**Readings:** Rainey – pp. 3-88
Class 3 – February 21st  Economic and Political Perspectives

We will consider the economic and political forces that influence public service organizations. Case Analysis #1 will be distributed.

Topic: The impact of economics and politics on public organizations

Objectives: To recognize the uniqueness of a public service organization from an economic and a political perspective

Readings: Rainey – pp. 110-142

Assignment Due: Team Project Outline and Performance Metrics

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Class 4 – February 27th  Organization Structure and Culture

The impact of organization structure and organization culture on achieving agency mission is the focus of this session. Case Study analysis papers are due prior to class.

Topic: The structure and culture of organizations – understanding and managing them

Objectives: To develop an appreciation of the impact that structure and culture has on the achievement of organization goals

Readings: Rainey – pp. 201-240; 314-358


Assignment Due: #1 Case Study analysis
### Class 5 – March 5th

**Performance Management, Measurement, Motivation, and Improvement**

Managing to improve performance and using performance measurements to improve performance and to motivate people in the public sector: what is the role of leadership?

**Topic:** Managing to performance outcomes

**Objectives:** To deepen our understanding of the theory and the application of performance based management systems

**Readings:** Rainey – pp.273-313, pp. 419-456


### Class 6 – March 12th

**Valuing Diversity**

What is diversity and how do we define and embrace it as leaders?

**Topic:** Equal employment, affirmative action, diversity, and inclusion – the history of equality in public organizations and what it means to be inclusive today

**Objectives:** To understand and value diversity as an organizational imperative

**Readings:** Riccucci – pp. 1-60, pp. 153-154
Class 7 – March 19th  Leading Change

Managing change is the single most challenging aspect of public organization leadership. From the “shock” to the “incremental” approach, what really works best?

Topic:  Implementing change in an organization

Objectives:  To provide students with both theoretical and practical applications to leading change in an organization

Readings:  Rainey pp. 383-418


Class 8 – March 26th  Networks and Collaborations

Building partnerships to achieve the organization’s goals is critical to the successful delivery of public services. #2 Case Study analysis assignment will be distributed.

Topic:  Networks, collaborations, partnerships, cooperatives, and shared services as tools for achieving mutual goals

Objectives:  To understand the art and the science of managing networks


### Class 9 – April 2\textsuperscript{nd} Strategic Thinking

Thinking strategically – a skill leaders must possess in order to effectively manage the decision-making process. Case Study analysis papers are due prior to class.

**Topic:** Influencing people from a vertical and horizontal perspective

**Objectives:** To learn how to identify and harness the sources of power and influence in an organization

**Readings:** Rainey pp. 89 – 109; pp. 170 – 200


**Assignment Due:** #2 Case Study Analysis

### Class 10 – April 16\textsuperscript{th} Team Management

Accomplishing organizational goals is contingent upon our ability to lead individuals and teams. The effective management of teams provides a force that can help propel the organization to new levels of service, stimulating innovation and fostering creativity.

**Topic:** Working through teams to achieve organizational goals

**Objectives:** To develop an understanding of the key factors in establishing and working with groups

**Readings:** Rainey pp. 359-379
Class 11 – April 23rd  Conflict Resolution and Negotiation

Resolving conflicts through negotiation and consensus building are keys skills for effectively managing organizations and are often the skills we use on a daily basis. Team Reports due next class.

Topic: Tools for resolving conflict and effectively managing negotiations

Objectives: To develop strategies for maximizing results and managing conflict through negotiation


Class 12 – April 30th  Values, Ethics, and Transparency

Values within the organization are powerful when used to make fair and just decisions when dealing with human and capital resource allocation – but what is fair and just? Teams will deliver reports.

Topic: Beyond ethics and values

Objectives: To consider ways in which organizational values can drive the achievement of organizational key mission areas

Readings: Rainey pp. 241-272


Assignment Due: Team Reports
Class 13 – May 7th

Citizens, Clients, Owners

Citizens, consumers, customers, stakeholders? Or are they owners? Giving a voice to those who fund and receive our services.

Topic: Harnessing and valuing the engagement of owners in our administration

Objectives: To consider the value and the challenge of meaningful citizen involvement in decision making


Class 14 – May 14th

Course Review

Together we will review the key concepts presented and discussed in the course of our study of strategic management of public organizations. Bring your questions. We will also review the plan for the final exam.

Final Exam – May 21st

In Class

You will be given the entire class time for completing the exam.
Grading

I. Individual Case Analysis

Case Studies will be distributed one-week prior to the completion date of the assignment. Each of the two Case Study analyses will be accompanied with questions. Each question is to be answered and completed in a word document, double spaced and no longer than two pages. The Case Analysis assignments are to be sent to the instructor via email prior to class meeting time on the due date.

II. Team Project – Report (paper – presentation – peer evaluation)

You will be assigned to a team of three-four colleagues

Establish individual performance metrics – your colleagues will be evaluating your performance as a team member based on these metrics

The team will select an organization in New York City (government, nonprofit, or profit that provides a public service)

Identify a single area in which this organization is seeking to improve (an area which is related to one of our course topics)

Meet at least once with one or two senior level managers and ask them a series of questions regarding their experience with the area of improvement (I will need to approve your questions prior to the interview)

The final report and in-class presentation must address the following areas:

- What does the theory/literature tell us about this particular area of performance improvement?
- What did the data you gathered through your interview tell you about the area of performance improvement?
- Compare the theory with the actual data collected. What does it tell you?
- What are your recommendations?

The final paper is to be double spaced 10 -12 pages including references.

A 10min in-class presentation of your work will be delivered on April 30th along with your final report and peer evaluations.
III. Attendance and Participation

In order to be an active participant in class you need to attend the full class and come prepared by completing the assignments prior to class. Active listening and critical thinking are important contributions to our collective learning. Your thoughtful comments and questions based on these contributions will be noted and will be taken into consideration in evaluating your performance.

IV. Final Exam

You will be given five essay questions from which you will choose three to answer in the time allotted for the exam on the final exam date – May 21st. This will be a closed book exam. The exam questions will be based on the major topics discussed in class throughout the semester.