

Managing Public Organizations
Department of Public and International Affairs
University of North Carolina Wilmington
PLS 500, Section 002 – Fall 2017
Tuesday 6:30-9:15pm; Leutze Hall 254A

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Office Hours: By appointment

Course Description: Effective public administration is as much an art as it is a science. Theory informs practice while practice contributes to the development of theory. This course is designed to give you a greater appreciation of the breadth and scope of public administration theory in order to improve your ability to effectively manage public organizations. During this course you will be introduced to a wide range of theories, concepts, tools, and approaches to public administration. It is also hoped that you will develop an appreciation for the complexity of issues, problems, and challenges associated with the management of public organizations and the context within which they operate. Accordingly, it is an important core course within the MPA program because it focuses on developing a wide range of learning competencies including:

- Demonstrating your ability to lead, motivate, and manage a diverse workplace within and across organizations.
- Demonstrating your understanding the impact of changing market and political conditions on organizational practice and resource streams.
- Demonstrating your ability to define, frame, think critically about, and analyze important management problems.
- Demonstrating your ability to communicate effectively and professionally to diverse audiences.
- Demonstrating your understanding of how to work effectively in diverse groups.

Required Books:

Rainey, Hal. 2014. *Understanding and Managing Public Organizations*, 5th Edition. San Francisco, CA: Jossey-Bass.

Tompkins, Jonathan. 2004. *Organization Theory and Public Management*. Belmont, CA: Cengage.

Ashworth, Kenneth. 2001. *Caught Between the Dog and the Fireplug, or, How to Survive Public Service*. Washington, DC: Georgetown University Press.

The books are available as used volumes online at substantial discount. Additional readings and cases will be handed out in class, on library reserve, and via Blackboard.

Course Requirements

Cases (20% of grade): Students will brief 4 cases (2 single-spaced pages). Additional details will be provided in class or via Blackboard. Though only required to submit 4 case briefs, students are required to read all 9 cases and prepare for all case discussions.

Reading Summaries (15% of grade): Students will write summaries of all course readings. This may be done individually or in pairs. Additional details will be provided in class or via Blackboard.

Student-Led Discussions (15% of grade): Students will lead 3 discussions.

- **Reading/Case Discussion:** Each week a team of students will lead a discussion of the readings/case. The discussion may include technology (PowerPoint, Daily Show,...) and must include thoughtful questions tied to the week's readings. Discussion questions must be distributed via Blackboard at least 48hrs prior to the start of class. For these discussions to thrive, everyone must do the week's readings. *If you do not read or otherwise choose not to regularly participate, do not expect others to engage when it is your turn to lead.*

Organizational Analysis (40% of grade): Groups will identify and analyze a local public or nonprofit organization, and provide recommendations regarding areas for improvement. There are 3 deliverables:

- Presentation (Group): 30 minutes (20mins presentation & 10mins Q&A)
- Written Report (Group): 20 single-spaced pages
- Reflection Paper and Group Assessment (Individual): 4 double-spaced pages

Class Participation (10% of grade): Class sessions and assignments are designed to encourage collaborative learning. The instructor will not attempt to transfer information to the students through lecture and one-way communication. Rather, students and instructor alike will do their part to mutually engage the material to create and share knowledge. This requires that students are present, prepared, and engaged. Your participation grade is determined upon two factors:

- **Attendance:** Students are expected to attend all classes. Only a reasonable number of excused absences will be accepted. Unexcused absences will result in a reduction in the student's grade.
- **Participation:** Students are expected to come to class prepared to participate, which requires having carefully read and considered the readings. The quality, not the quantity, of your interactions is evaluated.

Basis for Grade: The following table summarizes the value of each assignment as a percent of the final grade.

Assignment	Value	Assignment	Value
Cases (4)	20%	Discussion Leadership	15%
Org Analysis - Report	25%	Class Participation	10%
Org Analysis - Presentation	10%	Reading Summaries	15%
Reflection Paper	5%	Total	100%

Course Policies

Academic Assistance: The University Learning Center (ULC) provides free services to all UNCW students. Those services include: learning services, math services, study sessions, supplemental instruction, and writing services. For more information refer to their website: www.uncw.edu/ulc

Students with Disabilities: Reasonable accommodations will be made for students with disabilities. Students with diagnosed disabilities should register with UNCW Disability Services. Please provide me a copy of the letter you receive from Disability Services detailing class accommodations you may need. If you require accommodation for test-taking, please make sure I have the referral letter no less than one week before the test. For more information refer to their website: www.uncw.edu/disability

Academic Integrity: All members of UNCW's community are expected to follow the academic Honor Code. Academic dishonesty in any form will not be tolerated in this class. All academic integrity violations will result in a failing grade for the course and will be reported to the University. Please read the UNCW Honor Code carefully (as covered in the UNCW Student Handbook): www.uncw.edu/odos/honorcode. Please be familiar with UNCW's position on plagiarism as outlined in the UNCW Student Handbook. Plagiarism is a form of academic dishonesty in which you take someone else's ideas and represent them as your own. Please note it is also possible to plagiarize yourself. If you use your work from a previous class or assignment in this class without proper citation, it is plagiarism (i.e., using the same paper, or substantial portions of the same paper, for two classes or assignments is not acceptable). It is always best to speak to the instructor prior to submitting a paper if there is a question regarding academic integrity.

Violence and Harassment: UNCW practices a zero tolerance policy for any kind of violent or harassing behavior. If you are experiencing an emergency of this type contact the police at 911 or UNCW CARE at 910-962-2273. Resources for individuals concerned with a violent or harassing situation can be located at www.uncw.edu/wsrc/crisis.html

Campus Respect Compact: UNCW has instituted a Seahawk Respect Compact to affirm our commitment to a civil community characterized by mutual respect. All students are expected to uphold these standards in the classroom and beyond. Please read the Compact: www.uncw.edu/diversity/documents/ApprovedSeahawkRespectCompact8x10.08.09.pdf

Personal Electronics: Cell phone use will not be tolerated in this class. Please turn off your cell phones prior to class and refrain from texting during class. Laptops may only be used for class related activity and only during lecture. Laptops must remain closed during the discussion of course readings. Laptops will be banned from the classroom for the rest of the semester if any laptop user is seen engaging in non-class related activity.

Submission of Assignments: All written assignments must be submitted electronically in a .docx format to Blackboard and as a hardcopy at the beginning of the class in which the assignment is due. Failure to submit the assignment in both formats will result in a deduction of ten points. All assignments must be in Times New Roman or Cambria 12-pt font, with 1-inch margins, and stapled or points will be deducted.

Late Assignments: Assignments not in the instructor’s possession by the specified time on the due date are immediately subject to a ten point deduction. Each subsequent day (i.e., calendar day – including weekends and holidays) an assignment is late will be an additional deduction of ten points. If you are aware of possible conflicts before they occur, please notify the instructor at least one week in advance of any due dates to arrange alternate accommodations. Informing the instructor of your intention to be absent does not waive your obligation to submit the work that is due, even where an excused absence is granted.

Grading Policy: The following percentages represent the letter grade equivalent. Please note that percentages do not round up (i.e., 89.99% is a B+ and does not round up to 90%).

A	93 – 100%	C	73 – 76%
A-	90 – 92%	C-	70 – 72%
B+	87 – 89%	D+	67 – 69%
B	83 - 86%	D	63 – 66%
B-	80 – 82%	D-	60 – 62%
C+	77 – 79%	F	59 or less

Semester Schedule (Subject to Change):

Date	Topic	Readings	Cases	Assignments
Aug 22	Course Introduction	U.S. Constitution Federalist #10 Federalist #51 Roche (2004) Kettl (2004) Shafritz et al. (2013)		<i>Assessment memo due Aug 25</i>
Aug 29	Intro to Org Theory & Public Administration	Rainey, Ch.1 Tompkins, Ch.1 Ashworth, Ch.3, 14 & 16		
Sep 5	Foundations of PA Theory	Rainey, Ch.2 & 3 Tompkins, Ch.2 Ashworth, Ch.1 & 2 Wilson (1887)	<i>Blast in Centralia</i>	
Sep 12	Environment of Public Orgs	Rainey, Ch.4 & 5 Tompkins, p.239-263 Ashworth, Ch. 9 & 10	<i>How a City Slowly Drowned</i>	Reading Summaries Due
Sep 19	Organizing 1	Rainey, Ch.6 & 8 Tompkins, p.41-57, 67-87 & 97-118	<i>How Kristin Died</i>	
Sep 26	Organizing 2	Rainey, p.382-389 & 398-405 Tompkins, p.126-144 & 152-174 Ashworth, Ch.11 & 13	<i>American Ground: Unbuilding the WTC</i>	

Oct 3	<i>Project Meeting Week 1</i>			<i>Project Update & Questions</i>
Oct 10	Decision Making	Rainey Ch.7 & p.389-390 Tompkins, p.183-202 Ashworth, Ch.7 Romzek & Dubnick (1987) Charles (2000)	<i>The Columbia Accident</i>	<i>Reading Summaries Due</i>
Oct 17	Leadership, Power, & Org Culture	Rainey, p.335-374 Tompkins, p.360-382 Ashworth, Ch.6 & 15	<i>The Decision to go to War with Iraq</i>	
Oct 24	Motivation	Rainey, Ch.9 & 10 Tompkins, p. 296-319 Ashworth, Ch.8 & 12	<i>Bernadine Healy & the Red Cross</i>	
Oct 31	<i>Project Meeting Week 2</i>			<i>Project Update & Questions</i>
Nov 7	Communication & Conflict	Rainey, p.391-398 Ashworth, Ch.4 & 5 Garnett (1996) Faerman (1996)	<i>The Shootings at Columbine High School</i>	
Nov 14	NO CLASS: PROJECT WORK DAY			
Nov 21	New Governance	Rainey, Ch.14 Barzelay (1992) Salamon (2002)	<i>Death of a Spy Satellite</i>	<i>Reading Summaries Due</i>
Nov 28	<i>Presentations</i>			<i>Org Analysis Due</i>
Dec 5	<i>Final Assignments Due</i>			<i>Reflection & Group Assessment Paper Due</i>