Course Description:
The purpose of this course is to teach students about public organizations and the challenges facing contemporary public managers. We will concentrate primarily on organizational culture, leadership and managing for effectiveness and accountability in the public sector. There will be a specific focus on management in state and local government in California, and on how public managers in these sectors manage organizational change, solve problems and increase agency/team effectiveness. In examining these topics, we will return repeatedly to the topic of organizational culture (“org culture”) and the assumptions about organizational behavior that are embedded in the literature on organizational theory from the classics to the present.

Learning Objectives: Four Management Skill Modules
My larger "formative" learning objectives for PPA 240A are described in the course description above. In addition, the course has several discrete learning objectives, including the expectation that students will master the following four skill modules:

1. Familiarity with the concept of “organization culture” and how crucial understanding org culture is to creating a healthy and well-functioning workplace. We will examine the role of org culture in contributing to and - in the future - preventing and correcting organizational disasters such as the Space Shuttle Challenger tragedy.

2. Familiarity with problems in organizations "when generations collide," and strategies for solving the generational puzzle in the public sector workplace. In so doing, we will examine the generational puzzle aspects of organizational disasters such as the City of Sacramento Fire Department scandal, and the steps that can be taken to prevent such tragedies.

3. Familiarity with key scholars and theories in the organization theory literature as it applies to the public sector. Subjects to be examined include: the origin of the concept of bureaucracy; the origin of the field of public sector administration; the life cycle of public agencies; differences between vertical and horizontal communication; early leadership and management theories; and contemporary theories of org behavior and human relations in public agencies; and
4. Familiarity with active listening and HR intervention strategies, with particular emphasis on affirmative action, sexual harassment, disciplining and responding to employees exhibiting alcohol/drug impairment problems, and hiring and firing; and

Grades: Grades are based on the following assignments

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class attendance and participation in class discussions and</td>
<td>15%</td>
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<tr>
<td>team exercises</td>
<td></td>
</tr>
<tr>
<td>In-Class Org Culture Midterm Exam (September 28\textsuperscript{th})</td>
<td>20%</td>
</tr>
<tr>
<td>In Class Org Theory Midterm Exam (October 25\textsuperscript{th})</td>
<td>20%</td>
</tr>
<tr>
<td>In-Class Comprehensive, HR &amp; Generational Conflict Final Exam</td>
<td>45%</td>
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</tbody>
</table>

Attendance Policy:
I consider enrolling in this class to be a commitment to me and to your student colleagues to attend each class session. We all benefit from everyone's contributions. It is not okay to miss class for any but the most unavoidable of reasons. Excessive absences jeopardize successful completion of the course. In addition to "seat time," the quality of your participation in class discussions will be reflected in your grade.

Seminar Format:
This is not a lecture class. If you come expecting to be told what was covered in the readings, you will be disappointed. My job is to select interesting and useful readings, orient you to them by identifying key questions, and to guide the discussion. Your job is to read the material, think about it, and come prepared to share your ideas with your classmates. We have the tremendous advantage that many of you, like me, work in the public sector. In our class discussions we will relate, whenever possible, the theories and concepts from the readings to our workday experiences. Those of you who work in public or not-for-profit sector organizations (and, after discussing your case with the instructor, those of you who work in for-profit organizations) will have the opportunity to construct your assignments around issues of importance to you in your work.

Required Books:
2. Hal Rainey, \textit{Understanding and Managing Public Organizations}.
Course Outline and Readings:

**PART I: Introduction to Organizations**

**Week 1: Sept 6**

*Introduction to Class Material & Classmates/Introduction to Public Sector Agencies & Organizational Culture*

**Discussion Questions:**

- What is an “agency”?
- What is “organizational culture”?
- Did org culture play a role in the NASA space shuttle tragedies? Why or why not?

Reading: Rainey, Chapters 1 & 11. Come to class prepared to discuss this material, and in particular, be prepared to discuss the chart on page 19, and Rainey’s Figures 1.1 & 1.2. We will be reviewing all of the facets – particularly organizational culture – that are included in the concept of “organization,” “agency,” or “bureaucracy.”

**Week 2: Sept. 13**

*Why Do Organizations Succeed or Fail?*

**Read:** Wilson, Chapters 1-3.

**Discussion Questions:**

- If the Germans in WWII were inferior to the French army in strategy, resources & the will to fight, why in only 6 weeks from May 10 to June 22, 1940, were the Germans able to defeat the combined forces of France, Britain & Belgium & seize Belgium & France?
- What - if anything is more important to preventing violence in prisons than money, training, crowding or inmate traits?
Week 3: Sept. 20  
**Executive Responsibilities, Scope, Strategies & Behaviors**  
& Review for Midterm Exam

**Read:** Wilson, James Q. Wilson, *Bureaucracy*, PART IV Executives, Chapter 10 on Turf & Chapters 11 & 12 on Strategies & Innovation

Week 4: Sept. 28  
**In Class Midterm (Org Culture & Executive Behavior) Exam**

**PART II: Introduction to Org Theory Literature**

Week 5: Oct. 4  
**Organization Theory: The Founders of "Scientific Management"**

**Read:** Hal Rainey, *Understanding & Managing Public Organizations*. Chapters 1-3.

The origin of the concept of bureaucracy  
° Weber (late 1800's) & "bureaucracy"  
° Wilson (1887) & the origin of the public administration field  
° Goodnow (1900) & the politics administration dichotomy  
° Gulick & POSCORB  
° Taylor (1912) & Scientific Management  
° Mary Parker Follett & "power with" (1920s/30s)  
° Mayo & The Hawthorne Experiment (1920s/30s)  
° Barnard (1930s) Exchange Theory & Informal vs. formal organization

Week 6: Oct. 11  
**Organization Theory - The Emergence of Psychological Models of Organizations & the Workplace**
Read: Rainey & Wilson (Chapters 1-9).

? Merton (1940) Org Culture & Dysfunction
? Thompson - ditto
? Downs (1959) Life cycles, actors & vertical vs. horizontal communication
? Hertzberg - motivation-hygiene
? Kaufman (1960) & professional norms in Forest Service
? Selznick - org culture at TVA
? Theories X, Y & Z (1960s-1980s)

Contemporary Org Theory Approaches

Week 7: Oct. 18
Read: Rainey & Wilson (Chapters 1-9)

PART III: Introduction to Organizational HR Issues, Challenges & Strategies

Week 8: Oct. 25
In Class Midterm # 2 (Org Theory)

Week 9: Nov. 1
Human Relations/HR (Part I)
Scenarios & Intervention Strategies
Active Listening
Guidelines for Achieving Affirmative Action
Guidelines for Identifying Sexual Harassment
Intervention Strategies to Cope with HR Issues
? active listening scenario work
? sexual harassment scenarios work
? drug/alcohol scenario work

Week 10: Nov. 8
When Generations, Citizens & “Heroes” Collide
Read: Lancaster & MacKay (entire).
Week 11: Nov. 15 When Generations & "Heroes" Collide with Organizations & the Public - The Sacramento Fire Department "Porn Ball" Scandal (Part I) 
Invited guest speakers: 
Julius Cherry, former Chief, City of Sacramento Fire Department, & 
Brian Rice, Union Chief, Firefighters Local 522

Nov. 22 Thanksgiving. Campus closed,

Week 12: Nov. 29 Human Relations/HR (Part II)
Read: Wilson, Chapter 8, "Managers".
- Classifying positions
- appraisal
- pay & salary issues
- dismissals

Week 13: Dec. 6 Human Relations/HR (Part III)
Read: Wilson, Chapter 9, "Compliance".
- Mission & Compliance
- Types of Agencies
- Compliance & Equity
- Styles of Management
- Achieving Compliance

Week 14 Dec. 13 In Class Final Exam Tonight.