

PADM 214 Public Management

Prof. Peter Haas

Thursdays, 6pm

Fall 2011

Clark 243

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Hours: 3-5pm T Th

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Overview

In this course we will explore both the theory and practice of contemporary public management. A discussion of public management involves the environment, individuals, politics, and organizations that implement public policy. This course emphasizes both theoretical and applied skill development. The theory is derived from the vast literature subsumed under the rubric of public management and some elements of organizational theory. The skills are those associated with the practice of understanding and diagnosing public management in many contexts, as well as further developing communications, research and analytical skills. This course will encourage students to bring their experience to the course thereby extending, challenging, and offering new perspectives to a more in-depth understanding of public management. The course is taught primarily as a seminar, with student-led discussions of case study material comprising a significant component.

Primary Course Objectives

The general objectives of this course are as follows:

- 1) Develop a thorough understanding of public management, including implications for designing organizations, implementing policy, working in a political and community centered environment, decision making, and the use of technology and information .
- 2) Develop skills to diagnose issues in public management using a theoretical framework
- 3) Develop a thorough understanding of the challenges and opportunities related to public management.
- 4) Develop the skills and knowledge needed to promote excellence in public and non-profit organizations
- 5) Develop communications (written and oral) and analytical skills at a graduate level

Text

Rainey, Hal G. *Understanding and Managing Public Organizations*, 4th Edition (2009); Other readings as assigned via Desire2Learn in PDF format.

Evaluation

Class and Web Board participation: 20%
Case Studies Facilitator: 20%
Exams: 30%
Final Project: 30%

Course format

This course will be conducted as a seminar. This means that student participants are expected to participate actively in seminar activities both synchronously (i.e, during class) and asynchronously (via online activities). As a rule, each class meeting will consist of discussion of assigned readings and at least one case study in public management each week. Students will need to prepare by completing assigned readings and posting to class web board as assigned. As missing class will have a significant impact on a student's ability to participate, it is to be avoided to the extent possible.

- ★ **sem·i·nar** (sɪm“...-när”) *n.* **1.a.** A small group of advanced students in a college or graduate school engaged in original research or intensive study under the guidance of a professor who meets regularly with them to discuss their reports and findings. **b.** A course of study so pursued. **c.** A scheduled meeting of such a group. **2.** A meeting for an exchange of ideas; a conference. [German, from Latin *seminarium*, seed plot. See SEMINARY.]

Desire2Learn

Nearly all online communication –including submission of all written assignments and exams – will occur in the context of the “Desire2Learn” online courseware. “D2L” may be accessed via <https://sjsu.desire2learn.com/> ; students are automatically enrolled, using their first and last names (first.last) as userIDS and student ID numbers as passwords. All class related-email should be submitted via D2L.

Course Schedule/Topics/Readings/Assignments (subject to change)

Week	Date	Topics/Readings	Assignments due
1	8/25	Introduction (none)	
2	9/1	The Challenge of Effective Public Organization and Management (R1) "Moretools" (pdf)	Case Study: "Layoffs in the Public Sector"
3	9/8	Understanding the Study of Organizations: A Historical Overview (R2)	Connecticut DOT
4	9/15	What Makes Public Organizations Distinctive (R3)	Commute Partnerships
5	9/22	Analyzing the Environment of Public Organizations (R4)	Santa Clara County VTA
6	9/29	The Impact of Political Power and Public Policy (R5)	
7	10/6	Organizational Goals: Objective Measures and Effectiveness (R6)	
8	10/13	Formulating and Achieving Purpose: Power, Strategy, and Decision Making (R7)	
9	10/20		MIDTERM EXAM
10	10/27	Organizational Structure, Design, Technology, and Information Technology (R8)	
11	11/3	Understanding People in Public Organizations: Values and Motives (R9)	
12	11/10	Understanding People in Public Organizations: Theories of Work Motivation and Work-Related Attitudes (R10)	
13	11/17	Leadership, Managerial Roles, and Organizational Culture (R11)	
14	12/1	Teamwork: Understanding Communications and Conflict in and Among Groups / Advancing Effective Management in the Public Sector (R12/R13)	
15	12/9		FINAL EXAM /TERM PAPER DUE

