Rutgers University
Edward J. Bloustein School of Planning and Public Policy
Managing People and Organizations (Hybrid)
Fall 2017, Wednesday 9:50am – 11:10am – FHA4
Frelinghuysen Hall Room A4

Prof. Angie McGuire
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Office Hours: by appointment/Friday 2-4pm
303 George Street, 6th Floor, suite 604, New Brunswick, NJ

Course Description:
This course is an introduction to organizational theory and concepts of management in the public and nonprofit sectors. Both theory and practice will be covered.

Learning Objectives:
1. Understanding of organizational theory and management concepts in the public and nonprofit sector.
2. Become familiar with tools, resource and skills to increase personal effectiveness in managing people.
3. Gain an understanding of behavior - both individual and organizational.
4. Analyze and critique management approaches and actions presented in case studies.
5. Synthesize and apply knowledge of management in classroom exercises and activities.

Text:
The Effective Public Manager: Achieving Success in Government Organizations, 5th Edition
Steven Cohen, William Eimicke, Tanya Heikkila
ISBN: 978-1-118-55593-4
August 2013, ©2013, Jossey-Bass

Other articles and video links are in the Canvas course shell.

Course Requirements and grading policies

1. Graded homework assignments. There will be eleven (11) assignments, each assignment will be worth potentially nine (9%) percent of your final grade; the lowest graded assignment will be dropped. This means ninety (90%) percent of your grade is assignment based. Missed assignments are graded as zero. Late assignments will be graded one full grade lower. All assignments will be found on Canvas; and must be submitted by the due date in Canvas.
a. Case assignments. There are four (4) cases. Each case will be worth ten (10) points. All cases are posted in Canvas with the instructions for completing a case assignment.

b. There are three (3) online discussions. Each discussion will be worth ten (10) points. Videos to watch and discussions are posted in Canvas.

c. There are four (4) assignments worth ten (10) points. Each project will be posted in Canvas with the instructions for completing.

2. Attendance and class participation as evaluated by the instructor will be worth ten (10) percent of your final grade.

   Note that a grade of A requires, at a minimum, that all assignments are completed on time.

Basic Course Expectations:

1. Attend all class sessions and show up on time.
2. Actively participate in on-line sections of the class and complete assignments on time.
3. Complete all readings and assigned work prior to class and come prepared to share your opinions and insights with other class members.
4. Submit all written assignments on time. Proofread all of your writing before submitting assignments.

Course Schedule

1. Week 1
   a. Class meeting September 6th
      i. Review Syllabus
      ii. Canvas Course Shell review
   b. Online Course work due September 11th
      i. Readings posted
      ii. Introduction
      iii. Complete Canvas tutorial

2. Week 2
   a. Class meeting September 13th
      i. Read Chapter 1 (Cohen) for class
   b. Online Course work due September 18th
      i. Watch TED video
      ii. Respond to discussion question

3. Week 3
   a. Class meeting September 20th
      i. Read Chapter 2 for class
   b. Online Course work due September 25th
      i. Watch TED video
      ii. Respond to discussion question
4. Week 4
   a. Class meeting September 27th
      i. Read chapter 3 (Cohen) for class
   b. Online Course work due October 2nd
      i. Read the case: Returning Home to Serve
      ii. Case assignment uploaded to Canvas

5. Week 5
   a. Class meeting October 4th
      i. Read chapter 4 (Cohen) for class
      ii. Discussion of case submitted 10/2/17
   b. Online Course work due October 9th
      i. Read Case assignment
      ii. Write a memo responding to questions posed in case and upload to Canvas

6. Week 6
   a. Class meeting October 11th - Guest Lecture On Organizational Design
      i. Read Chapter 5 (Cohen) for class
   b. Online Course work due October 16th
      i. Watch Ted Video (Sinek)
      ii. Respond to Discussion question

7. Week 7
   a. Class meeting October 18th
      i. Read Chapter 6 (Cohen) for class
   b. Online Course work due October 23rd
      i. Read the case: Nerf Balls and Techies
      ii. Case assignment uploaded to Canvas

8. Week 8
   a. Class meeting October 25th
      i. Read Chapter 8 (Cohen) for class
      ii. Discussion of case submitted 10/23/17
   b. Online course work due October 30th
      i. Read the case: Parking Tickets and School Bonds
      ii. Case assignment loaded to Canvas

9. Week 9
   a. Class meeting November 1st
      i. Read Chapter 9 (Cohen) for class
   b. Online Course work due November 13th
      i. Budget Exercise online (To be provided)
      ii. Two-week assignment to be uploaded in week 9 module.

10. Week 10
    a. No Class meeting November 8th
        i. Continue - Read Chapter 9 and Budget reading in course shell
b. Online Course work due November 13th
   i. Complete the Budget exercise assigned week 9
   ii. Case assignment loaded to Canvas

11. Week 11
   a. Class meeting November 15th
      i. Read for class
   b. Online Course work due

November 22\textsuperscript{nd} – no class – Thanksgiving Break

12. Week 12
   a. Class meeting November 29th
      i. Read Chapter 10 for class
      ii. Additional reading in course shell
   b. Online Course work due December 4th
      i. Communications skills inventory
      ii. Upload to Canvas

13. Week 13
   a. Class meeting December 6\textsuperscript{th}
      i. Read Chapter 11 (Cohen) for class
      ii. Additional reading in course shell
   b. Online Course work due December 11\textsuperscript{th}
      i. Read the case: Workplace of Doom
      ii. Case assignment loaded to Canvas

14. Week 14
   a. Class meeting December 13\textsuperscript{th}
      i. Read Chapter 12
   b. Online Course work due December 18\textsuperscript{th}
      i. Organizational Assessment
      ii. Upload to Canvas

**Procedural Issues/Standards**
The course involves lecture, group work, class discussion and presentations. The class will engage in discussions and be challenged to relate theories to the practical situation or to recommend managerial prescriptions. The in-person classes will include a discussion of the case study assigned, all students should come to class prepared to discuss the case studies and assignments. Online classes will include assignments with due dates. A missing submission earns a grade of zero. Late assignments are lowered by one full grade each week they are late.

Make-up assignments are only allowed if the following procedure is followed: (1) the student contacts Prof. McGuire prior to the assignment date and explains why you are unable to complete the assignment, and (2) Prof. McGuire determines there is cause for missing the assignment and gives written permission for the delay. Warning: there are very few
explanations that meet “just cause” criteria. Students are strongly encouraged to complete the assignments as scheduled.

**Case Studies:** Cases and requirements for assignments are posted in Canvas with a grading rubric. You should upload them to Canvas by 11:59pm the day they are due. Bring a paper copy ready to review in the following class. Students will form small groups to discuss the case and their reactions to the case. Through discussion, students will come to a consensus on the most appropriate way to handle the case and will present their response to the class.

**Disabilities and Accommodations:**
All requests for accommodations must go through the coordinator at his/her undergraduate college or graduate unit. Undergraduate students may contact the Dean of Students Office at their colleges for the name of their disabilities coordinator. Graduate students and Bloustein undergraduate direct admit students should contact Steve Weston, Assistant Dean, room 186, (848) 932-2728.

**Academic Integrity**

The Rutgers University Policy on Academic Integrity is fully and strictly enforced by the Undergraduate Program in Planning Public Policy and Public Health. The University’s Academic Integrity Policy can be found at: [http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers](http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers).

Please note that penalties for misconduct range from failing an assignment/exam to dismissal from the university.