Introduction

This is an upper division undergraduate course focusing on issues and techniques of management in public and nonprofit organizations in an urban environment. As the title of the course suggests, managing in a public urban government organization or in a nonprofit serving an urban community is different from managing in a profit-making corporation. Although there are aspects of management common to all types of organizations, public management, nonprofit management, and urban management each have distinctive features. This course will explore their commonalities and differences.

The goal of the course is to equip students with basic knowledge of management issues, techniques, and strategies appropriate to an urban setting and a public or nonprofit organization. The approach will be hands-on, practical, and interactive. Students will be expected to join actively in class discussions and exercises. The formats will include short lectures, in-class and take-home workbook assignments, guest speakers, films, and small-group problem-solving.

By the end of the semester, students can expect (and will be expected) to know:

- What management is
- What techniques, processes, and behaviors are involved in being a manager
- How management and managing are shaped by an urban environment
- How public and nonprofit management differ from private sector management
- What an organization is
- How to size up organizational problem situations and figure out what to do

Texts

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

Texts will be available in the book store and can also be purchased on-line. Additional articles will be available on Electronic Course Reserve or handed out.
Assignments

Several written assignments will be drawn from the Huddleston Workbook. There will be a mid-term and a final. Both are take-home exams that are to be emailed to the instructor by the due date.

Class Schedule

Tuesday, 1/17: Introduction to the course.
Thursday, 1/19: Morgan & England (M&E), Ch.1, External world (pp. 19-55).

Tu, 1/24: M&E, Ch. 2, Urban political structure (pp. 56-82)
Thu, 1/26: Ashworth, Working with politicians (pp. 1-22)

**Homework: Huddleston, Exercise 1 (administrative memo) Due 1/31**

Tu, 1/31: Weber, Bureaucracy (ECR)
Thu, 2/2: Ashworth, pp. 121-144 (Bureaucratic behavior + Walking with kings)

**Homework: Huddleston, Exercise 2 (Designing organizations) Due 2/7**

Tu, 2/7: M&E, Ch. 3, Urban policy making (pp. 85-116)
Thu, 2/9: NO CLASS

Tu, 2/14: M&E, Ch. 6, Urban service delivery (pp. 177-208)
Thu, 2/16: Lipsky, Street-level bureaucrats (ECR)

Tu, 2/21: M&E, Ch. 7, Productivity (pp. 209-240)
Thu, 2/23: Cohen & Emicke, Contracting out (ECR), role of nonprofits

**Midterm exam handed out**

Tu, 2/28: NO CLASS (time to work on mid-term)
Thu, 3/2: Ashworth, Learning from your boss (pp. 34-44), Subordinate leadership (63-72)

**Mid-term due (hand in at class time or email prior to class)**

Tu, 3/7: M&E, Ch. 8, The Management process (pp. 241-273)
Thu, 3/9: Ashworth, Governing boards (pp. 89-120)

SPRING BREAK

Tu, 3/21: M&E, Ch. 9, Personnel policies (pp. 274-306)
Thu, 3/23: Huddleston, Exercise 7 (Job analysis/description), in-class

**Homework: Finish Exercise 7 (due 3/27)**

Tu, 3/27: Ashworth, Difficult people (pp. 45-62), Delegating (pp. 145-151)
Thu, 3/29: Managing conflict (reading TBA)

**Homework: Huddleston, Exercise 9 (Recruitment/selection), due 4/4**
Tu, 4/4: Diversity (reading TBA)
Thu, 4/6: Professionalism (public & nonprofit—reading TBA)

Tu, 4/11: M&E, Ch. 10, Finance and Budget (pp. 307-342)
    Homework: Huddleston, Exercise 12 (Line-item budgeting), due 4/13

Thu, 4/13: Homework: Huddleston, Exercise 14 (Program budgeting), due 4/18

Tu, 4/18: Working with Citizens (reading TBA)
Thu, 4/20: Ashworth, Working with the press (pp. 23-33)

Tu, 4/25: Ashworth, Kinds of pressures (pp. 82-88), Ethics and morality (pp. 152-167)
Thu, 4/27: Huddleston, Exercise 6, Ethics (read before class, complete in class)

Tu, 5/2: Ashworth, Leadership + Summing up (pp. 152-184)
Thu, 5/4: Course wrap-up
    Final exam handed out (due 5/11)

Attendance and Participation

Students are expected to attend class faithfully and participate actively. Roll will not be
taken on a regular basis; however, many of the assignments will be difficult to do without
having been in class most of the time. And of course, you can’t participate if you are
absent!

“Participation” means not just being there but speaking up in class. There are no “dumb”
questions or comments. The entire quality of your learning experience goes way up the
moment you stop being a passive spectator and start joining in. Note (see grading scheme
below) that it is impossible to get an A in this course without active participation.

Grading

Your grade for the course will be calculated as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class participation</td>
<td>30%</td>
</tr>
<tr>
<td>Workbook exercises</td>
<td>20%</td>
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<tr>
<td>Mid-term exam</td>
<td>20%</td>
</tr>
<tr>
<td>Final exam</td>
<td>30%</td>
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</tbody>
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Other

Please let me know if there is something I can do to enhance your learning experience.
Comments, feedback, and suggestions are welcome.