



UNDERSTANDING AND
MANAGING
PUBLIC ORGANIZATIONS
SIXTH EDITION

HAL G. RAINEY, SERGIO FERNANDEZ,
AND DEANNA MALATESTA

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Managing Public Organizations

John Forrer, James (Jed) Kee, Eric Boyer



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Discover the latest insights in organization theory from a comprehensive and masterful volume *Understanding and Managing Public Organizations* 6th Edition provides readers with an authoritative reference for scholars masters and doctoral students in public management and public affairs programs in the United States and other nations The 6th Edition of *Understanding and Managing Public Organizations* presents the latest research and insights from organization and management theory and their application to public organizations and the people in them The book expands coverage from previous editions about organizational goals performance and effectiveness strategy decision making structure and design organizational change operating environments individuals and groups motivation and work related attitudes leadership teamwork and more Authors and professors Hal Rainey Sergio Fernandez and Deanna Malatesta provide new and expanded coverage of such topics as The context and distinctive character of public and nonprofit organizations including expanded coverage of publicness and of the legal context including state action Performance management measurement organizational effectiveness and managing for high performance Representative bureaucracy workforce diversity and performance Communication and information technology Employee engagement and empowerment intrinsic motivation self determination theory public service motivation and positive organizational behavior resilience self efficacy optimism and hope Recent developments in theory and thought on leadership including authentic leadership shared leadership servant leadership and integrated leadership Design and process topics including red tape and green tape administrative burdens and organizational routines Theoretical perspectives such as behavioral theory of decision making resource dependence theory and others and their implications for public and nonprofit organizations Advances in theory and practice about rapid developments in collaborative governance organizational networks partnerships and contracting Since the book is used in courses for students in numerous public affairs programs this new edition updates the Instructor s Guide with new and revised PowerPoint slides cases exercises and discussion and examination questions These materials with the topics in the chapters are designed to address the learning outcomes required by NASPAA accreditation requirements Belonging on the shelf of scholars and students in public affairs as well as anyone interested in public management or organization theory this new edition of *Understanding and Managing Public Organizations* provides an advanced and comprehensive enhancement to a widely used and compelling series of previous editions

[Understanding and Managing Public Organizations](#) Hal G. Rainey, 2009-10-16 *Understanding and Managing Public Organizations* provides a comprehensive analysis of research and practice on public organizations and management In this fourth edition of his award winning best seller Hal Rainey reviews topics including organizational goals and performance decision making and strategy leadership motivation organizational structure and design organizational change and others He analyzes effective and ineffective practices with suggestions for managing contemporary and classic

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online environment featuring an impressive array of free tools and resources for review study and further exploration keeping both instructors and students on the cutting edge of teaching and learning

Managing Public Organizations Jan Kooiman, Kjell A. Eliassen, 1987-12 Managing Public Organizations presents the case for the development of public management and indicates the directions it should take It reviews the progress of new management initiatives in the European public sphere examines the role of the public manager and the organization of public bodies and considers the potential for change The contributors reject the notion that there are formulas for management innovation or that general rules from private sector management can be applied They emphasize the need to develop a concept of management that is appropriate for public organizations

Essentials of Managing Public Health Organizations James A. Johnson, Kimberly S. Davey, 2019-11-26 Written for undergraduate students in public health community health and a range of other health disciplines as well as beginning managers and supervisors working in public health Essentials of Managing Public Health Organizations is a concise yet comprehensive text that uniquely focuses on managing public health organizations by addressing key management topics processes and emerging issues Beginning with an overview of public health and key public health organizations the text moves onto explain public health management fundamentals and functions from planning and decision making organizing and managing change to staffing leading budgeting ethics and more By the end of the text the reader will not only better understand public health organizations but the skills and functions needed to effectively manage them Experiential activities discussion questions web based assignments and public health interviews that offer a real world perspective and practice to engage and challenge students Full color tables exhibits and illustrations to illuminate and clarify management concepts Content that is linked to core competencies expected by APHA and public health accrediting commissions Invaluable instructor s resources that include PowerPoint slides Test Bank and Instructor s Manual with summaries teaching tips and suggested classroom activities This text has been written specifically for undergraduate public health community health and health professions courses in public health leadership and management but will also be useful for beginning managers and supervisors working in public health 2021 220 pages

Financial Planning and Management in Public Organizations Alan W. Steiss, Emeka O. Nwagwu, 2001-08-17 This work focuses on the theory and practice of financial management in public organizations and local government highlighting the planning analysis and control skills necessary to navigate a future of change in technology society politics and economics It details three fundamental areas of responsibility in the annual financial management cycle cash management financial planning and management control The authors discuss the financial planning control continuum cash management and investment strategies and techniques of financial and managerial cost accounting to assist financial managers and public administrators in their daily efforts to promote more efficient and effective use of financial resources

Managing Public Services - Implementing Changes Tony L. Doherty, Terry Horne, 2005-08-18 Focusing on change as a constant factor in the management of any organization this

informative book helps the student and practitioner to develop the skills and knowledge they require to underpin the work of a modern service manager in rapidly changing public sector organizations whether publicly owned privately managed or sub contracted Taking a distinctive approach emphasizing management and organizational learning as keys to organizational success this introductory text is solidly practical and is supported by strong pedagogical features including case studies review questions illustrative vignettes This comprehensive text has been specifically designed and developed to meet the needs of students studying public services management at undergraduate certificate diploma and postgraduate level It allows the reader to develop transferable skills in thinking and learning as they work through the book and gives greater awareness of the benefits of continuous learning for staff and managers

UNDERSTANDING AND MANAGING PUBLIC ORGANIZATIONS., 2003 *Managing Public Services* Richard Common, Norman Flynn, Elizabeth Mellon, 2016-06-06

Managing Public Services Competition and Decentralization is intended for public sector managers to help them assess their situation and assist them to think creatively about different approaches for the future The book begins on the general principle that business is good and bureaucracy is bad This topic is followed by detailed studies of organizations whether these are in a competitive environment victims of market rhetoric or in another competitive spectrum Public sector managers are then encouraged to analyze their own organizations so appropriate actions can be applied into their situation The extent to which competition is happening is explained and if competition does not work well then the concept of decentralization may be adopted To what extent decentralization can then be used to increase the motivation and commitment of their employees is explained The authors believe that new ways and methods of working will follow But any successes of these changes have to be measured by an important gauge the impact upon the recipients of the new and improved services In any undertaking failures are bound to happen and the authors suggest that public sector managers should be more tolerant Finally the book notes that to achieve delivery of quality service whether these are for customers or clients an important approach to managerial action is the design towards a good experience Public administrators heads and CEOs of public institutions and private firms professors and students in public administration policymakers and sociologists will find this book valuable *Making and Managing Public Policy* Karen Johnston Miller, Duncan McTavish, 2013-10-01 Understanding how public policy is made and managed is a key component in studying the disciplines of public management and administration Such are the complexities associated with this topic a deeper understanding is vital to ensure that practising public managers excel in their roles This textbook synthesizes the key theories providing a contemporary understanding of public policy and how it relates to private and other sectors It integrates this with the management and implementation of public policy including outlines of organizations practices and instruments used Pedagogical features include chapter synopses learning objectives boxed international cases and vignettes and further reading suggestions This useful concise textbook will be required reading for public management students and all those interested in public policy Handbook of

Organization Management W. B. Eddy, 1983-08-25 First published in 1983 Routledge is an imprint of Taylor Francis an informa company

Handbook on Post-Schumpeterian Innovations Jin Chen, Regina Lenart, 2025-06-09 Providing practical and methodological guidance alongside valuable recommendations the Handbook on Post Schumpeterian Innovations presents a new framework for designing developing and evaluating user innovation With a comprehensive worldwide view Chapters emphasise the role of users for innovation activities in the world and showcase practical case studies and insights from renowned expert contributors

Managing Public Organization Through Leadership Napoleon Imarhiagbe PhD, 2015-09-11 This book is designed for public managers and inspiring managers to become better critical thinkers master planners evaluators and administrators Dr Imarhiagbe believes in a bottom up leadership style rather than a top down style in management His philosophy is that a leader has not led until organizational goals have been achieved The authors approach to management demonstrates how public leaders can address the problems of public bureaucracy to achieve efficiency in the delivery of service In the future public leaders will use this approach as a guideline to manage their organizations

Essentials of Managing Public Health Organizations James A. Johnson, Kimberly S. Davey, 2019-11-26 Written for undergraduate students in public health community health and a range of other health disciplines as well as beginning managers and supervisors working in public health Essentials of Managing Public Health Organizations is a concise yet comprehensive text that uniquely focuses on managing public health organizations by addressing key management topics processes and emerging issues Beginning with an overview of public health and key public health organizations the text moves onto explain public health management fundamentals and functions from planning and decision making organizing and managing change to staffing leading budgeting ethics and more By the end of the text the reader will not only better understand public health organizations but the skills and functions needed to effectively manage them

New Public Managers in Europe David Farnham, 2016-07-27 Many changes are taking place in the public sector across Europe as emphasis is being placed on the efficient use of resources the way that public organisations are managed and their relationship with clients and customers Post bureaucratic structures are being introduced and a more managerialist culture is being established A new type of public servant is emerging the public manager This book consists of three theoretical chapters and nine case studies of public managers which examine these changes amongst member states of the European Union The concluding chapter identifies common trends and explains similarities and differences in terms of the constitutional political cultural and economic contexts

Governing Cross-Sector Collaboration John Forrer, James (Jed) Kee, Eric Boyer, 2014-08-11 A comprehensive guide to public sector collaboration with private and nonprofit organizations for better service delivery Governing Cross Sector Collaboration tackles the issues inherent in partnerships with nongovernmental actors for public service delivery highlighting the choices available and the accompanying challenges and opportunities that arise Based on research interviews with public private and nonprofit sector leaders and considerable

analysis of organizations involved in public private nonprofit collaborations the book provides insight into cross sector collaboration at the global federal state and local levels Through an examination of the primary modes of cross sector collaboration including collaborative contracting partnerships networks and independent public services providers the book presents a clear case for how public managers can assess the trade offs and use these options to improve public service delivery Nonprofit organizations businesses and third party contractors are increasingly partnering with government to deliver public services Recognizing the types of collaborative approaches and their potential to solve public policy problems is quickly becoming a major task for public managers with new methods and techniques constantly emerging Governing Cross Sector Collaboration provides specific examples and a framework for public managers to make strategic choices about how to engage private and nonprofit actors in delivering public goods and services while ensuring the public interest The book provides effective methods for choosing designing governing and evaluating networks partnerships and independent public services providers with in depth discussion encompassing Analysis and engagement of cross sector organizations Fostering democratic accountability in the public interest Collaborative approaches including contracts networks and partnerships and the issues associated with each type of arrangement Leadership and organizational learning in cross sector collaboration Included case studies illustrate effective application of the concepts and methods described providing both practicing public and nonprofit managers and public policy administration students with insight into these emerging strategic alliances The first comprehensive guide to public governance collaborations Governing Cross Sector Collaboration is an important and timely contribution to the field of public management Downsizing the Federal Government Vernon D Jones, 2016-07-01 The main focus of downsizing has shifted from the private to the public sector The cutbacks began in the Department of Defense Now the goal is a federal civilian workforce reduction of 12 percent by the year 2000 This pioneering study looks at the management of workforce reductions in the public sector both in theory and in practice Three case studies of the Defense Logistics Agency the Bureau of Reclamation and the Food and Drug Administration illustrate the organizational managerial and human dimensions of attempting to improve performance with reduced resources The author draws on extensive interviews with senior executives and middle managers in the three agencies at the General Accounting Office the Office of Personnel Management and the National Performance Review the Senior Executives Association and the Federal Managers Association and scholars and researchers In a larger sense this work pushes the boundaries of knowledge concerning organizational change and makes a significant contribution to organization theory It offers important new insights not only for public sector managers but for organization theorists and management specialists whose work on downsizing has been presumed but not shown to be applicable to the public sector The SAGE Handbook of Governance Mark Bevir, 2010-12-14 The study of governance has risen to prominence as a way of describing and explaining changes in our world The SAGE Handbook of Governance presents an authoritative and innovative overview of this fascinating field with

particular emphasis on the significant new and emerging theoretical issues and policy innovations The Handbook is divided into three parts Part one explores the major theories influencing current thinking and shaping future research in the field of governance Part two deals specifically with changing practices and policy innovations including the changing role of the state transnational and global governance markets and networks public management and budgeting and finance Part three explores the dilemmas of managing governance including attempts to rethink democracy and citizenship as well as specific policy issues such as capacity building regulation and sustainable development This volume is an excellent resource for advanced students and researchers in political science economics geography sociology and public administration Mark Bevir is a Professor of Political Science at the University of California Berkeley [Ethical Leadership in Turbulent Times](#) Gerald M. Pops, 2009-06-16 In Ethical Leadership in Turbulent Times leadership and organizational theory are blended with early 20th Century history to model public leadership that is both monumentally effective and classically ethical What is leadership What makes leadership good or bad To answer these questions Gerald M Pops draws on the multi faceted career of George C Marshall as an extended case study focusing on the timely subject of leadership in public service The dominating traits of Marshall s career were his character virtues and ethical practices in two world wars his efforts to keep the peace and promote economic recovery following World War II his style of management and his approach to international diplomacy and nation building Pops shows how Marshall s leadership was unique given the ethical qualities displayed in his character and instilled in the organizations he led All of these are examined in the context of his long career and related to an abundant body of leadership theory in order to successfully present Marshall as an effective public leader not only of the military and political realms but of business and society as well This makes the book ideal for students and scholars in the fields of political science public administration and the burgeoning field of leadership studies It is also a fascinating read for all those with a love of twentieth century and military history [Leadership and Management in Police Organizations](#) Matthew J. Giblin, 2016-09-16 Built on a foundation of nearly 1 200 references Leadership and Management in Police Organizations is a highly readable text that shows how organizational theory and behavior can be applied to improve the operations leadership and management of law enforcement Author Matthew J Giblin emphasizes leadership and management as separate skills in successful police supervisors and executives illustrating to students how the two skills combine to improve individual and organizational efficacy in policing Readers will come away with a stronger understanding of why organizational decisions matter and the impact research can have on police departments

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Managing Public Organizations Introduction

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