



UNDERSTANDING AND
MANAGING
PUBLIC ORGANIZATIONS
SIXTH EDITION

HAL G. RAINEY, SERGIO FERNANDEZ,
AND DEANNA MALATESTA

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Understanding Managing Public Organizations

Christoph Demmke, Timo Moilanen



Understanding Managing Public Organizations:

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 challenges in public organizations and with illustrative vignettes and examples. Carefully revised and updated, this edition of Understanding and Managing Public Organizations extends previous editions with deeper coverage of collaboration and networks, public values, public service, motivation, managerial strategy, performance assessment, innovation, and organizational change, and recent trends in public sector management. Praise for the Previous Editions: The third edition of the classic text provides a comprehensive up-to-date analysis of research on public organizations and management. Drawing on a review of the most current research about government organizations and managers, this important source offers specific suggestions for managing these challenges in today's public organizations. Abstracts of Public Administration: A masterful textbook as well as an important and original contribution to the public organization theory literature, both comprehensive in its treatment of organization theory and decidedly public in its perspective. Public Administration Review: A tremendous contribution to the field. Rainey's ability to synthesize research streams from a variety of fields such as political science, public administration, public policy, business administration, psychology, sociology, and others is outstanding. Jeffrey L. Brudney, Albert A. Levin Chair of Urban Studies and Public Service, Cleveland State University. [Understanding and Managing Public Organizations](#) Hal G. Rainey, Sergio Fernandez, Deanna Malatesta, 2021-06-02 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

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

Managing Public Services Irvine Lapsley, Ola Mattisson, 2021-11-23 This book explores innovations in public management including establishing a corporate vision strategizing an organization and change management Chapters provide a valuable frame of reference for the 21st century manager of public services by assessing the renewal of existing practices such as strategic costing performance management digitization and procurement and innovations in management practices including branding Lean Management resilience and risk management The book suggests that as the management of public services is imbued with financial social economic and political uncertainties management needs to be flexible and responsive to new ideas and practices to fulfil its purpose This book ultimately supports the reflective manager those who think about their job and are open to new ideas on how their job can be done better by revisiting existing practices and examining innovations in public management Enriched with real life cases and thought provoking discussion questions this is the ideal textbook for reflective open minded advanced students of public management and actual or aspiring reflective managers in public services

Modern Organizations Ali Farazmand, 2002-07-30 Farazmand and his contributors examine modern organization theory and behavior They view organization in two ways As an organization of society into public private and nonprofit sectors and they examine the power

structure and those power elites who determine policy choices and outcomes They also look at organizing activity such as creating institutional arrangements to perform certain functions or tasks as well as organizational entities of all sizes Using a balanced approach to analyze modern organizations managerial expectations and individual citizen expectations and demands the book presents a succinct analysis of theoretical and conceptual perspectives on modern organizations their management and their interactions with other organizations in an environment that is becoming increasingly global and integrated worldwide Although all organizations are covered the emphasis is placed mainly on public organizations The book also addresses key issues of organizational change reform and reorganization of governments in both theoretical and empirical ways A key text and handbook for scholars students researchers and practitioners of public administration and the management of nonprofit organizations

International Human Resource Management Michael Dickmann,Chris Brewster,Paul Sparrow,2016-02-19 International Human Resource Management provides a concise overview of the rich HR landscape in Europe to help students develop cutting edge people management approaches The innovative multi disciplinary approach of the book provides a holistic picture of the key issues on the individual organizational and societal levels The book is divided into three parts Part I explores the institutional and economic contexts that organizations face in different European countries This section goes beyond exploring issues of diversity to include a discussion of the impact of the recent financial crisis Part II concentrates on the key challenges and trends facing HR including an aging population migration and sustainability and analyzes the unique and inventive ways these are addressed in different countries across Europe Part III focuses on the fundamental HR areas recruitment and selection performance management and rewards employment relations global careers and so forth and the ways in which these policies and practices are shaped by the European Union With broader coverage the latest thinking in the field and cutting edge cases examples and insights this book will prove a highly valuable resource for students researchers and practitioners working in human resource management and international business

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 Jossey-Bass Handbook of Nonprofit Leadership and Management David O. Renz, William A. Brown, Fredrik O. Andersson, 2024-03-14 An expansive discussion of the most current scholarship theory and best practices in the field of nonprofit leadership and management In the newly revised fifth edition of The Jossey Bass Handbook of Nonprofit Leadership and Management veteran nonprofit leader and researcher Dr David Renz along with co authors Fredrik Andersson and William Brown deliver a comprehensive and up to date account of the research theory and practices influencing contemporary nonprofit organizations The book contains a particular focus on the unique challenges confronting all modern nonprofit leaders including the concept of accountability and the pressure to demonstrate concrete outcomes and results during a time of extreme economic challenge The editor includes original contributions from 28 of the sector s leading voices on everything from the institutional context in which nonprofits operate to the effective recruitment selection retention and management of staff and volunteers You ll also discover Substantial updates and revisions to rapidly evolving subjects including diversity equity and inclusion at nonprofits social entrepreneurship and financial leadership Expansive exploration of the transformed political legal climate and context in which nonprofits operate In depth consideration of the management of relationships with internal and external stakeholders and constituents Perfect for leaders educators researchers managers and students of contemporary nonprofit leadership and management The Jossey Bass Handbook of Nonprofit Leadership and Management is an invaluable one stop resource for sitting board members and engaged volunteers at forward looking nonprofit organizations

Civil Services in the EU of 27 Christoph Demmke, Timo Moilanen, 2010 This volume compares and analyses the national civil services and the most important reform trends in the 27 Member States of the European Union The authors first examine the reform processes concerning civil servants legal status organisational changes recruitment policies remuneration decentralisation of human resource responsibilities job security and ethics They consider in what ways similarities and differences can be detected amongst the 27 Member States and whether and to what extent the national civil services move away from traditional bureaucratic structures Finally the authors discuss the main outcomes of the reform processes and the future of the classical civil service This publication contrasts with the many popular and speculative statements that too often capture the headlines on the future of the civil service and the different human resource management reforms Instead it is a measured conclusion about emerging trends and developments in this important policy area The authors argue that the reform of the public sector will not as many have predicted be characterised by clear changes and progress in the area Instead the outcomes of the reform reveal a more complex picture of piecemeal and paradoxical patterns of change

The Problem with Survey Research George Beam, 2017-09-08 The Problem with Survey Research makes a case against survey research as a primary source of reliable information George Beam argues that all survey research instruments all types of asking including polls face to face interviews and focus groups

produce unreliable and potentially inaccurate results Because those who rely on survey research only see answers to questions it is impossible for them or anyone else to evaluate the results They cannot know if the answers correspond to respondents actual behaviors objective phenomena or to their true beliefs and opinions subjective phenomena Reliable information can only be acquired by observation experimentation multiple sources of data formal model building and testing document analysis and comparison In fifteen chapters divided into six parts Ubiquity of Survey Research The Problem Asking Instruments Asking Settings Askers and Proper Methods and Research Designs The Problem with Survey Research demonstrates how asking instruments settings in which asking and answering take place and survey researchers themselves skew results and thereby make answers unreliable The last two chapters and appendices examine observation other methods of data collection and research designs that may produce accurate or correct information and shows how reliance on survey research can be overcome and must be

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