

Resource person – Col Muhammad Iqbal, School of Governance and Society, UMT Lahore  
Email: v30719@umt.edu.pk



**UNIVERSITY OF MANAGEMENT AND TECHNOLOGY  
SCHOOL OF GOVERNANCE AND SOCIETY**

**COURSE OUTLINE**

**PA404-PUBLIC SECTOR ORGANIZATIONS—MODELS AND ISSUES**

**BS PUBLIC ADMINISTRATION**

Resource person – Col Muhammad Iqbal, School of Governance and Society, UMT Lahore  
Email: v30719@umt.edu.pk

## **PA404-PUBLIC SECTOR ORGANIZATIONS—MODELS AND ISSUES**

### **BS PUBLIC ADMINISTRATION SPRING 2021**

<b>Resource Person</b>	<b>Muhammad Iqbal</b> <b>V30719@umt.edu.pk</b> Mobile No: 03034504981
<b>Credit Hours</b>	3
<b>Duration</b>	One Semester
<b>Counseling Time</b>	Wednesday 12:30 PM

### **Course Description**

Public sector organizations are one of the integral parts of any state and economy and play a significant role in developmental and administrative activities. However, bureaucratic structures lack innovative climate (IC) (Borins, 2000a), in highly bureaucratic and administrative organizations which carry multiple chains of command, leadership and competitive styles. Research shows that such organizations are looking to improve their image and productivity in the recent past ( Borins, 2000b). The course will facilitate understanding of the features and relevant issues related with the private/ public sector organizations in Pakistan. The course will also familiarize the students with relevant concepts, debates, and discussions on private and public sector organizations.

### **Learning Objectives**

- a) To develop critical thinking for understanding the structures and workings of the private and public sector organizations in the context of Pakistan.
- b) To develop knowhow, methods, and processes for analysis of organizations and their systems.
- c) To expose students, *inter alia*, to the basic concepts of organizational systems and procedures.

## **Learning Methodology**

The course will primarily depend on lecture-discussions (LDs). Efforts will be made to develop critical and analytical abilities of the participants. A great deal has been written and published related to the issues and challenges facing organizations. Recommended text and reference books have been selected for the basic facts and quality of analysis that they offer to the reader. Important chapters shall be identified and discussed. Students are encouraged to read beyond the given Readings.

## **Evaluation Criteria**

Overall, UMT policy shall be followed in awarding final grades. Following distribution of marks shall be observed for evaluation:

<b>Marks Evaluation</b>	<b>Marks Percentage</b>
<b>Assignment/Quiz</b>	15 %
<b>Mid Term Exam</b>	25 %
<b>Final Exam</b>	60 %
<b>Total</b>	100 %

## **Recommended Text books**

- 1. Government and Administration in Pakistan* edited by Jameelur Rehman Khan:  
Published by Peace Publications, 2017
- 2. WELLNESS AND PRODUCTIVITY IN PUBLIC SECTOR ORGANIZATIONS OF PAKISTAN* By Muhammad Nawaz Qaisar
- 3. Public Sector Efficiency – Perspectives on Civil Service Reform* edited by Nadeem Ul Haque & Musleh-ud Din, Published by PIDE, Islamabad, 2006

## **Further Readings**

Latest articles and papers relevant to the topics in the course outline shall be distributed and discussed. Students should make themselves familiar with them.

## **Weekly Course Content**

<b>Week</b>	<b>Content / Area</b>	<b>Readings</b>
1	<b>Introduction.</b> This session is meant to briefly introduce the course, highlight salient aspects of organizations, and determine parameters of inquiry. It will include assessment of existing level of understanding on the subject with a view to ascertain gaps between existing capacity and the desired learning outcomes. Besides, it will elicit students' expectations from the course in order to adjust course contents, if need be.	Introduction to the basic concepts of private and public sector organizations — Student-centered Activity
2	The purpose of this session is to assess the attitude of people towards business ethics from public and private sectors' view, in Pakistan	a. Business Ethics of Public and Private Sector Organizations by Mehwish Akram, and Muhammad Kamran Khan Azad  b. Organizational Subsystems & Dimensions of Organizational Design (Notes Issued)
3	<b>Organizational Strategies, Traditional &amp; Contemporary Effectiveness Approaches</b>	Reading Material shared with students from Organization Behavior by Fred Luthan
4	<b>Basic Challenges of Organizational Design</b>	Organization Theory Reading Material shared with students
5	<b>Choices to achieve Balance in Organization Design</b>	Organization Theory Reading Material shared with students
6	<b>Reasons for Decline in Performance &amp; its relationship with Organization Design</b>	Declining Employee Performance in Public Sector Organizations: An Etiological Study of Public Sector Organizations in Pakistan, by <u>Syed Kashan Ali Shah</u> , <u>Najabat Ali</u> , <u>Zulfiqar Ali</u>

Resource person – Col Muhammad Iqbal, School of Governance and Society, UMT Lahore  
 Email: v30719@umt.edu.pk

7	Implementation Failure in Public Sector Organizations	Why Do Public Sector Organizations Fail in Implementation of Strategic Plan in Pakistan? Abdulwahid Sial, Muhammad Khawar Usman, Sehar Zufiqar, Iftexhar Khursheed
8	<b>Mid Term Exam</b>	
9	Functional & Divisional Strategies of Organizations	Organization Theory Reading Material shared with students
10	Corruption and public sector organizations	The Impact of Organizational Learning on Organizational Corruption and the Deviant Workplace Behavior: The Case Study of Public Sector Organizations in Pakistan by Beenish Shahid, Ifzal Ahmad
11	Managing Organizational Culture	Organization Theory Reading Material shared with students
12	Job Satisfaction Issues in Public Sector Organizations	Impact of Job Enlargement on Employees' Job Satisfaction, Motivation and Organizational Commitment: Evidence from Public Sector of Pakistan Mohsin Ali Raza, Muhammad Musarrat Nawaz
13	Governance, Autonomy and Coordination	The Governance, Autonomy and Coordination of Public Sector Organizations by Per Læg Reid, Koen Verhoest, and Werner Jann <a href="https://www.researchgate.net/publication/5153877_The_Governance_Autonomy_and_Coordination_of_Public_Sector_Organizations">https://www.researchgate.net/publication/5153877_The_Governance_Autonomy_and_Coordination_of_Public_Sector_Organizations</a>
14	Three Levels of Strategy in Organizations	Organization Theory Reading Material shared with students
15	Learnings from International Experience 1 (Canada)	Encouraging Innovation in the Public Sector, by <u>Sandford Borins</u> <a href="https://www.researchgate.net/publication/235255319">https://www.researchgate.net/publication/235255319</a>
16	<b>Final Exam</b>	

### **Academic Integrity Policy**

Academic integrity is the central value of an academic community. It is expected that graduate students will neither engage in nor facilitate cheating (using or attempting to use unauthorized materials, information, or study aids), fabrication (falsification or invention of any information or citation), or plagiarism (representing the words or ideas of others as one's own) in their academic work. **The Academic Integrity Policy contains strict sanctions, including expulsion, for all forms of academic dishonesty. Students found guilty of violating other UMT norms, such as engaging in moral and ethical misconduct, or in actions that are harmful to others or**

Resource person – Col Muhammad Iqbal, School of Governance and Society, UMT Lahore  
Email: v30719@umt.edu.pk

**threaten the orderliness and wellbeing of the campus, are subject to equally strict sanctions in accordance with these norms and UMT regulations.**

**Make-up Exams and Late Assignments:** There will be no make-up exams, unless there is a valid (documented) reason for not taking the scheduled exams, and prior arrangements have been made with the instructor. The instructor may deduct marks for late submission of assignments.