

# Organizational Problems

- CRJU/POSC 320 | Module 4-2

# Introduction to Organizational Problems

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- Do organizations have problems? Can they be fixed?
- Exploring the intersection of politics and organizational performance.

# The Politics-Performance Nexus

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- Government programs generally work well.
- High expectations lead to bureaucracy becoming a target when not met.
- Government's unique role: Doing what the private sector can't or won't.

# Fundamental Organizational Values

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- Neutral Competence: Skilled bureaucracy, insulated from political interference.
- Executive Leadership: Strong political leadership and loyal department heads.
- Representativeness: Organizations responding to legislative and client interests.

## Slide 4: Neutral Competence

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- Focus on creating an efficient, effective bureaucracy.
- Importance of insulating from political interference.

# Executive Leadership

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- Strong executive roles (president, governor, mayor).
- Politically chosen department heads.
- Balancing political choice with organizational needs.

# Representativeness

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- Aligning organizations with legislative interests.
- Responding effectively to client needs.
- Balancing multiple interests for better service delivery.

# Effective Organizations

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- Challenges in maintaining neutrality, leadership, and representativeness.
- Coordination issues and their impact on effectiveness.

# Coordination and Conflict

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- Need for better interagency coordination.
- Addressing functional competencies and organizational boundaries.
- Overcoming cynicism and political interference.



# Criteria for “Good” Organizations

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- Public acceptance, adaptability, consistent decisions.
- Professional competence and diversity.
- Accountability to executive and legislature.

# Resolving Interagency Conflicts

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- Balancing purpose and clientele-based agency tensions.
- Functional departments and field office coordination.
- Managing conflicting missions in federal departments.

# The Role of Staff in Organizations

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- Core, Auxiliary, and Control Staff roles.
- Balancing support, control, and mission delivery.

# Organizational Reorganization

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- Addressing failures through restructuring.
- Political implications of organizational changes.
- Challenges and opportunities in digital era reorganization.

# Review and Discussion

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- Reflect on organizational problems in familiar settings.
- Can these problems be fixed? How?