Public Policy and Administration
PPA 240A
Public Management and Administration

Draft syllabus as of August 10, 2010
Changes will be posted on SACCT.

Fall 2010
Mondays 6:00 pm - 8:50 pm ARC 1009

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278-4209 (o)    Office hours: Tuesday 3:30-5:30 and by
480-0525 (h) (8am-8pm please) appointment
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Introduction and course objectives
"Public management" covers many concepts – management of public systems, understanding of
democratic institutions, and the tools needed to be effective in these complex public systems. Although
the focus is on public sector organizations, we will also discuss not-for-profit and private organizations;
most organizations have similar problems although their underlying rationale for existence may be quite
different.

The 240A and 240B sequence are about understanding and improving the functioning of public
organizations. We will use the Bolman and Deal concept of “re-framing” to examine organizations from
multiple perspectives including structural, human resource, political and symbolic (Bolman and Deal 2008).
This will serve as the springboard of our yearlong exploration of organizations.

This course is designed as an applications course, encouraging students to apply what they have been
learning in their graduate studies. Because organizations are rarely tidy, we will conduct our applications in
as realistic a model as possible, in other words, our work will not always be “tidy”. However, this is a much
better approximation of what you will encounter in the thesis stage and the real world. We will use cases
and real situations frequently in class and assignments.

Given the above, the following are the specific learning objectives for this course:
1. Develop a sophisticated sense of the form(s) and functioning of organizations.
2. Become familiar with key scholars and theories in the organization theory literature as it applies to
   the public sector.
3. Understand the concept of “organization culture”.
4. Understand some of the roles of a public manager.
5. Gain experience with graduate level literature review skills.

Format of Course
The course is taught in a seminar style. That is, students are expected to come to class prepared to
participate in conversations about the materials they have read. I anticipate spending most of our time on
application of materials learned. If you have not done the reading, you will not be able to participate.
Consistent lack of participation will result in a reduced class participation grade (in addition to the fact that you will learn less).

My formal office hours are as indicated on the cover sheet but, as always, I will be happy to meet with students at mutually agreeable times and will have considerably more flexibility earlier in the days (both in terms of time and location). Please contact me by email if you want to set up time to meet. I will also hold occasional “Temple Coffee” office hours downtown on Fridays. These have proved quite popular in the past.

**Assignments and Grading**

No late work will be accepted. I understand that many students are working full-time and attending classes at night or on weekends. I will accommodate work "issues" as much as possible but expect you to complete your assignments on time. Excessive absence will be reflected in your grade. If you must miss class when an assignment is due, you may drop it off at my office or e-mail it to me prior to class. If you email it, it is your responsibility to insure that I have received it and that it is retrievable. You may do this by phoning me or requesting a confirming email from me. I am most likely to receive it in Microsoft Word Format.

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<tr>
<th>Assignment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Paper 1</td>
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<td>Paper 2</td>
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<td>Paper 3</td>
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<td>Group Project</td>
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<tr>
<td>Final paper</td>
<td>25%</td>
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<td>Class participation</td>
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(Attendance and active participation in conversations contribute to this grade.)

Total 100%

**Paper 1**

Several core ideas have shaped our understanding of organizations over time. What are these big ideas? Given what you know, what ideas do you see being used in organizations today? For example, the idea of specialization can be seen in almost any organization. For this paper I am interested in your ability to capture main ideas and then provide examples from organizations that you have some experience with either as an employee, customer/consumer or perhaps something you have read in the newspaper. The point of the paper is to begin looking self-consciously at organizations and those characteristics that are found nearly universally, regardless of the functions or purpose of the organization, even regardless of the sector. 4-6 pages, due October 4 5:30 pm

**Paper 2**

Identify a public or non-profit organization. The purpose of the paper is to gain practice at getting a handle on the core function(s) of an organization. You will describe the mission, goals, purpose and structure of the organization. Then determine whether the “form follows the function”. Is the structure a good match? Is so why? Please use your understanding of organizations to explain why this is or is not a good fit. 5-7 pages, due October 25th 5:30 pm

**Paper 3**
You will use the same organization for this paper as you did for paper 2. In this paper you will use the characteristics you have already discussed to make some educated guesses about what the organization’s culture might be like. After your predictions have been made then visit the website, review materials, look for reports or articles, and, if possible, visit the organization in person to see what you can learn. Report on what you find in the paper and make further educated observations. We will discuss how to do this in class. 5-7 pages, due November 15th at 5:30 pm

Paper 4
For this literature review you will choose a topic, related to organizations of course, that interests you. The review will describe what is known about the topic, what researchers are exploring, and how the ideas are being used in organizations currently. This will necessitate reviewing older research which the Rainey and Shafritz texts will get you started on, and then searching for more current literature. The paper should conclude with thoughts about what we know, what seems to be missing from our understanding, and what might be possible research or thesis topics coming evident from the review.

Plan to select a topic by October 4 and clear it with me before you proceed. You should be reading over the course of the semester as you will be expected to be conversant in the topic. A well done literature review involves reading many articles that don’t wind up in the review so anticipate spending a large amount of time reading. We will discuss this paper in class as the semester progresses. 12-15 pages, due December 13th at 9 pm

Group project
This project simulates what you might encounter in a professional setting. It will cover the full year of the 240 series and you will work with the same team members throughout the year. You will complete initial work on the project in this course and ramp up significantly in the second term.

I will give you minimal written guidance regarding how to do the assignment, it will be up to you to sort out what information to obtain, how to make sense of what you find and what is important to include in your papers and presentations. I approach this in this manner because I almost never get work related instructions that say “write an X page memo with x number of solutions using this theory and methodology”. Everything from the issue to the remedy may be in flux. That said, below are some more specific guidelines.

Assume that someone (a new mayor, governor, city manager, agency head etc) is seeking to understand your chosen organization. Your project will do this for them. It should provide sufficient information to help your audience understand relevant background on the organization in addition to your findings about what is going on in the organization, what is working, what is not.

It will be very helpful to have a set of themes that seem to explain the organization. You should include your findings of what is going on (positive and needing attention). I would expect to see items such as goals, structure, funding and culture included.

Each groups work will be unique because each organization is unique. What is critical information for one organization will be irrelevant to another. You may (and should) use any of the tools we have used in this class, or others that you have picked up along the way. The purpose is to learn how to learn about an organization. At the beginning of the term we will gather what we know about organizations and we will continue to build on that base of knowledge.
Much of this project will be completed from primary printed sources (budgets, strategic plans, organization charts etc.). For this assignment, I ask that you limit your personal contact with the organization, in other words, do not interview sources to ascertain what is going on. You may certainly make contact to request information such as budgets, plans etc.. Once you collect information you will ask “So what?” “What does this mean?” As you go about the process of learning about the organization, you may find out information about the organization that is not in your final paper because it is not helpful or relevant. That’s okay, the paper is analytical, not a research dump 😊.

A note about content: this is a class about management and organizations, not about policy. Thus, your paper should deal with issues relative to management of the organization. Interesting policy issues are relevant only to the extent that they will impact the organization’s processes. We’ll talk more about this distinction in class.

While you are grumbling about the assignment (and me 😊) please remember this is a critical part of the learning. Most of the analysis will be done as you reflect on all you have learned and integrate it into findings. This project does not work well when you simply decide the component parts and divide them up into sections.

We will pull together a schedule for drafts early in the semester.

Important note regarding papers:
Students are expected to participate, and turn in assignments in a complete and professional manner. Complete and professional means proofread, well written, appropriately cited, and on time. Especially poorly written papers may be returned to be re-done at the discretion of the instructor, however, at this point you have had enough exposure to writing, critiques and the Writing Center that I expect this to be minimal.

All papers are to be typed, double spaced, paginated, and fall within the page limits specified. Please put a cover page on each assignment containing your name, your email, and the assignment title. Do not use more than 12 point or less than 10 point type. (No squished margins either!) Correct punctuation, spelling and citations are expected. All papers should be analytical in nature, using the theories and concepts from class to illuminate a particular situation. In the case study your use of theory may be more transparent to the reader but evidence of a theoretical framework must still exist. We will discuss this further.
Required Readings and Texts
The books are available in the bookstore or may be purchased through Amazon or another on line provider (many students use www.half.com). If you are buying this for the first time, make sure you get the 4th edition of the Rainey book. Those of you with the 3rd edition can make do.

Please keep Reframing Organizations, Classics, and Understanding and Managing Organizations as they will serve as the core texts for 240B as well.

Several electronic readings are embedded in the syllabus available on Sacct or the PPA Department website www.csus.edu/mppa. Access to these may require a University library connection, either from campus or through your home computer that has been set up for remote access to campus. Please bring the appropriate readings to class (including the hard copies of electronic material) as we will often use them in exercises.

Required texts:


Shafritz, Jay, J. Steven Ott and Yong Suk Jang. 2011. Classics of Organization Theory. Wadsworth Publishing; 7th edition (the publication date indicates 2011 but it seems to be available)

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<tr>
<th>Date</th>
<th>Topics and Assigned Readings</th>
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| 1         | **August 30**

  Why study organizations?
  Rainey Chapter 1

| 2         | **Sept 6**

  Labor Day  NO CLASS

| 3         | **Sept 13**

  Framing and Re-framing Organizations
  Bolman and Deal Chapter 1 and 2
  Wilson Chapter 1 and 2
  Shafritz, Introduction

| 4         | **Sept 20**

  The history of understanding organizations
  Rainey Chapter 2 and 3
  Shafritz Chapter1 introduction and sections 2, 5, 6, 7, 8

| 5         | **Sept 27**

  History continued
  Caro Part I, II and III (through chapter 10)

| 6         | **Oct 4**

  Working in groups, fundamentals of conflict theory
  Guest
  Paper 1 due

| 7         | **Oct 11**

  Organization structure (part I)
  Rainey Chapters 6 and 8
  Bolman and Deal Chapters 3
  Wilson, Chapter 4 and 5 introductions (sections to be determined)

| 8         | **Oct 18**

  Human Resource issues in the 21st century organization
  Rainey Chapter 9, 10
  Shafritz, Chapter 3 introduction and 14-17
  Wilson Chapters 3-5 and 7-9

| 9         | **Oct 25**

  Human Resource issues in the 21st century organization
  Bolman and Deal Chapters 6 and 7
  Guest speaker
  Paper 2 due

| 10        | **Nov 1**

  Behavior of individuals and Groups in organizations
  Bolman and Deal Chapter 8
  Rainey Chapter 12
  Shafritz Chapter 3 section 18

| 11        | **Nov 8**

  Organization Culture
  Bolman and Deal 12-14
  Rainey Chapter 11
  Wilson Chapter 6
  Shafritz Chapter 7 all

| 12        | **Nov 15**

  Applications and group work
  Paper 3 due

| 13        | **Nov 22**

  Likely an online class discussion

| 14        | **Nov 29**

  Generational issues in organizations
  The M Factor (selected portions tbd)

| 15        | **Dec 6**

  Power in organizations
  Bolman and Deal Chapter 9
  Shafritz Chapter 6 section 28, 31-33

| 16        | **Dec 13**

  Final paper due