Public Management & Administration

Spring 2019
Tuesdays 6:00 pm - 8:50 pm
Downtown Campus Classroom #108

Instructor: Dr. Sara McClellan
Office Hours: Tuesdays from 3:30pm-5:45pm and by appointment:
www.saramcclellan.com/appointments
Office Location: Downtown Campus, #226
Cell: (530)500-5506
Email: sara.mcclellan@csus.edu

Course Overview

In PPA 240B we will strengthen our understanding of organizational strategy, change implementation, and organizational performance assessment. We will also examine how leadership, politics, and group process impact organizational performance.

PPA 240B is an application course focused on organizational improvement. Together we will study innovation efforts and experiment with messy, real world cases. We will engage a number of guest speakers and construct learning labs where we will complete activities and assignments in as realistic a way as possible. We will practice crafting organizational questions and explore complex organizational issues from alternative perspectives.

Course Format

PPA 240B will include seminar style conversations, brief lectures, full class design sessions, and final presentations. Reading volume will be reasonable, but you will need to read closely and critically in order to apply concepts and practices effectively in class.

Required Texts

You may purchase books through the campus bookstore or online. You will also need to access course articles, podcasts, etc. via Canvas.

New Books:

Books Retained from 240A:
**Assignments**

**Writing Expectations:** Please submit well written and proofread papers on time and with appropriate citations (using APA format). Each type-written paper should include a cover page containing your name, email, and the assignment title. Use a standard 12-point font, pagination, double-spacing and standard margins. Unless otherwise described in assignment instructions, papers should be analytical in nature, and you should use the theories and concepts from class to illuminate a particular situation. I may return papers that do not meet these expectations.

**Late Assignments**

I will not accept late assignments unless you experience a highly unusual circumstance. At my discretion, I might give a make-up assignment if you notify me of your circumstances and request this modification in advance. Whether or not I assess a penalty depends on the reason (e.g., a family emergency constitutes a good reason; a competing requirement for another course does not).

**Academic Honesty**

I take issues of academic honesty (including plagiarism) seriously and you should as well. If you are unfamiliar with the specifics of University policy in this area I recommend you review the appropriate section of the University Policy Manual: [http://www.csus.edu/umanual/AcademicHonestyPolicyandProcedures.htm](http://www.csus.edu/umanual/AcademicHonestyPolicyandProcedures.htm).

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**Assignment #1:**

**Leadership Style Assessment Paper**

(4-5 pages) due on February 5, 2019

Identify a free online leadership style assessment tool provided by an organization you view as a credible source and complete the assessment. Then, write a paper that includes:

**An Analysis of the Tool Itself:** Consider the extent to which this tool aligns with some of the concepts we’re covering in our course readings and discussions. Also, examine the design of the assessment instrument and identify assumptions and methods you believe make this a more or less valid and reliable tool.

**A Personal Reflection Re: Your Assessment Results:** What can you take away from this assessment about your own leadership tendencies given the strengths and weaknesses of the tool? To what extent do you believe this assessment might be useful despite any limitations? Would you recommend this tool to others? With what guidelines or caveats?

**Example Tools:**

- [https://eml.usc.edu/blog/leadership-style-quiz](https://eml.usc.edu/blog/leadership-style-quiz)
Assignment #2: Organizational Case Innovation Project

Identify a public or non-profit organization engaged in implementing an innovative program or set of practices (we will work to define what we mean by ‘innovative’ as a class as we prepare for this assignment). Your case study should include the following components and draw on course materials and concepts to draw conclusions about the extent to which you think organizational features and strategies contribute to desired outcomes.

<table>
<thead>
<tr>
<th>Project Components</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>Innovation Prospectus and Background Section (4-5 pages)</td>
<td>February 19</td>
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<tr>
<td>• Purpose &amp; Origin: What is the problem or interest this innovation seeks to address? What triggered or motivated this innovation? What makes this innovative?</td>
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<tr>
<td>• Background: What does existing literature tell us about this problem or interest and prior efforts to address it?</td>
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<td>• Consequences: What is at stake if this innovation does/don’t achieve its aims? Who benefits and who, if anybody, loses?</td>
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<tr>
<td>Planning and Implementation Analysis Section (5-7 pages)</td>
<td>April 9</td>
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<tr>
<td>• Leadership: Who (individual and/or team) is leading this innovation and what, if anything, can you find out about their background, skills, leadership practices, etc.?</td>
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<tr>
<td>• Planning and Implementation Process: How was the approach designed or selected? What, if anything, can you learn about why this organization chose this approach? Is there a plan or other type of guide that outlines key strategies or activities associated with this innovation? What stakeholders appear to be actively engaged in planning and/or implementing this innovation?</td>
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<td>• Funding: What is the cost of this innovation? What are the funding sources? Do you believe the budget is adequate to support this innovation? Why or why not?</td>
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<tr>
<td>Final Paper Including Performance Analysis Sections Below (12-16 pages)</td>
<td>April 30</td>
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<td>• Performance Indicators/Outcomes: What indicators or outcomes will show that this innovation is successful? How will leaders measure these indicators? Are there any available results at this point? If there appear to be no indicators in place, what type of metrics or rubric would you recommend?</td>
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<td>• Debates and Questions: What disputes or controversies do you see in relationship to this innovation? What questions do you or others have about the design and implementation of this innovation? About its impact or value?</td>
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<td>• Transferability: To what extent do you believe this innovation could be successfully adopted by other similar organizations? What advice or cautions would you provide to anyone wishing to implement this type of innovation in the future?</td>
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<tr>
<td>GOV TALK (15 minutes max.)</td>
<td>In Class on April 30 or May 7 (tbd)</td>
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<td>Develop and present an engaging talk that highlights key aspects of your Organizational Innovation Case. Appeal to both logic and emotion or experience to share lessons with your audience. Apply relevant organizational theory and draw on relevant sources to create a credible analysis of innovation efforts. Use visual aids to strengthen audience engagement and learning. Raise questions and use the Bolman and Deal frames to explore alternative perspectives on organizational practices and outcomes. Be prepared to answer questions and facilitate a brief conversation with your audience.</td>
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<tr>
<td>PPA LEARNING OBJECTIVES</td>
<td>APPLICATION IN PPA 240B</td>
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<td>(1) e. Draw upon multiple disciplines to understand and address policy and administrative problems</td>
<td>Develop a sophisticated sense of the form(s) and functioning of organizations by applying theoretical concepts and approaches from multiple disciplines; explore the benefits and limitations of different theoretical perspectives on organizational leadership, strategy, and change.</td>
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<tr>
<td>(2) a. Use different analytical skills and tools strategically</td>
<td>Apply a variety of tools and frameworks to better understand organizational and programmatic goals, performance, and potential impact.</td>
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<td>(2) b. Work effectively in groups</td>
<td>Explore different theoretical and applied approaches to group process; apply effective evidence-informed strategies to work in large and small teams.</td>
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<td>(2) c. Understand the critical role of effective leadership in the public sector</td>
<td>Identify and describe the changing conditions public sector leaders must navigate; examine the vital role government managers play relative to both everyday management and visionary leadership; learn about how leaders network and innovate to address evolving organizational dilemmas.</td>
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<td>(2) f. Use and articulate a confident style of oral presentation.</td>
<td>Present an engaging case analysis on government innovation using visuals, examples, and relevant organizational theories.</td>
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<td>(3) a. Understand your obligation to advance public value</td>
<td>Integrate concepts of public responsibility, resource stewardship, and outcomes specification into organizational analysis; apply organizational change theories and examine cases to explore public value creation.</td>
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**Grading**

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<thead>
<tr>
<th>Assignment/Activity</th>
<th>% of Grade</th>
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<tbody>
<tr>
<td>Leadership Style Assessment Paper</td>
<td>15%</td>
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<tr>
<td>Innovation Prospectus &amp; Background</td>
<td>15%</td>
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<tr>
<td>Innovation Planning &amp; Implementation Analysis</td>
<td>15%</td>
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<tr>
<td>Final Paper Including Performance Analysis</td>
<td>30%</td>
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<tr>
<td>Organizational Innovation Case Presentation (GOV Talk)</td>
<td>15%</td>
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<tr>
<td>Engagement in Discussions, Activities, etc.</td>
<td>10%</td>
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<td><strong>Total:</strong></td>
<td><strong>100%</strong></td>
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**Students with Disabilities**

Should you need assistance with portions of class due to a disability(ies), please let me know as soon as possible. The University offers services to student with disabilities and I would be glad to refer you to the appropriate campus unit.

**Class Participation & Absences**

We have a tremendous opportunity to learn from each other. The best way to do that is to be prepared for class and willing to share your own thoughts and experiences. You will receive a reduced class participation grade if you consistently fail to engage in class participation.

I expect you to attend all class sessions unless you have a compelling reason not to do so. Please notify me in advance if you need to miss a class. If you have to be late, leave early, or miss a class for an emergency, please let me know. Except under unusual circumstances, I will penalize you one full grade if you miss three classes and give you a failing grade if you miss more than three classes.
### PPA 240B Course Outline and Schedule

*All journal articles, reports, videos, and podcasts below are available via Canvas.*

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Readings (TBD)</th>
<th>Assignments</th>
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</thead>
</table>
| **Week 1**    | Leading during times of change                                       | • Bolman & Deal, Chapters 15, 16, 17  
• Margaret Heffernan TED Talk (2015): https://www.youtube.com/watch?v=Vyn_xLrtZaY |                                                   |
| January 22, 2019 |                                                                     |                                                                                                                                           |                                                   |
| **Week 2**    | Government innovation cases and design thinking                      | • Nesta & IDEO “Designing for Public Services” toolkit.  
| January 29, 2019 |                                                                     |                                                                                                                                           |                                                   |
Paper due |
| February 5, 2019 |                                                                     |                                                                                                                                           |                                                   |
| **Week 4**    | Building change teams                                                | • Duhigg, Chapter 2 (Teams)  
topics to class for feedback                   |
| February 12, 2019 |                                                                     |                                                                                                                                           |                                                   |
| **Week 5**    | Facilitating organizational change                                    | • Schein, Chapters 1-4                                                                                                                 | Innovation  
Prospectus and  
Background  
Paper due |
| February 19 |                                                                     |                                                                                                                                           |                                                   |
| **Public Sector Planning and Change Implementation** | |                                                                                                                                                        |                                                   |
| **Week 6**    | Organizational goal-setting, strategy and implementation              | • Duhigg, Chapter 4 (Goal Setting)  
• Denhardt, Chapter 4 (Planning, Implementation, & Evaluation)                                                                                  |                                                   |
| February 26 |                                                                     |                                                                                                                                           |                                                   |
**Week 7**  
**March 5**  
**Stakeholder engagement**


**Week 8**  
**March 12**  
**Making and communicating decisions**

- Duhigg, Chapter 6 (Decision Making)

* Sara flying in from D.C./ASPA, so class may start later/be shorter.

**No Class March 19: Spring Break**

**Week 9**  
**March 26**  
**Interorganizational strategy**

- Denhardt, Chapter 3 (The Interorganizational Context of Public Administration)
- Example: Haywired Outsmart Disaster Campaign: [https://outsmartdisaster.com](https://outsmartdisaster.com)

**Week 10**  
**April 2**  
**Addressing conflict and resistance in work teams**

- Rainey, Chapter 12

**Week 11**  
**April 9**  
**Talent management and HR systems**

- Denhardt, Chapter 6 (The Management of Human Resources)
- Duhigg, Chapter 5 (Managing Others)

**Public Sector Performance Management & Improvement**

**Week 12**  
**April 16**  
**Process improvement and lean systems**

- Schein, Chapters 6 & 7

**Week 13**  
**April 23**  
**Measuring performance and using feedback**


**Dry Run Presentations**

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Final Presentations</th>
<th>Final Paper Including Performance Analysis Sections due</th>
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<tbody>
<tr>
<td>Week 14</td>
<td>Topic TBD by Class</td>
<td>TBD</td>
<td>Final Presentations</td>
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<tr>
<td>April 30</td>
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<tr>
<td>Week 15</td>
<td>Final Presentations</td>
<td>No Readings</td>
<td>Final Presentations</td>
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<td>May 7</td>
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