Public Management & Administration

Spring 2020
Thursdays
6:00 pm - 8:50 pm
Downtown Campus
Classroom #110/111

Instructor: Dr. Sara McClellan
Office Hours: Thursdays from 3:45pm-5:45pm and by appointment: www.saramcclellan.com/appointments
Office Location: Downtown Campus, #225
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 and group process impact organizational performance.

PPA 240B is an application course focused on organizational improvement. Together we will study organizational options and change strategy in ongoing local government and nonprofit cases. We will also 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 options 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:
• Schein, E.H. (2016). Humble Consulting: How to Provide Real Help Faster

Book Retained from 240A:
**Writing Expectations:** Please submit well written, typed, proofread papers on time and with appropriate APA citations. Include a cover page containing your name, email, and the assignment title. Use standard margins and 12-point font, pagination, and double-spacing. Unless otherwise described in instructions, papers should be analytical in nature, and you should use the theories and concepts from class to analyze situations. 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 following: [https://www.csus.edu/umanual/student/stu-0100.htm](https://www.csus.edu/umanual/student/stu-0100.htm)

<table>
<thead>
<tr>
<th>PPA LEARNING OBJECTIVES</th>
<th>APPLICATION IN PPA 240B</th>
</tr>
</thead>
<tbody>
<tr>
<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>
</tr>
<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>
</tr>
<tr>
<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>
</tr>
<tr>
<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>
</tr>
<tr>
<td>(2) f. Use and articulate a confident style of oral presentation.</td>
<td>Present an engaging case analysis on public and/or nonprofit organizational change using visuals, examples, and relevant organizational theories.</td>
</tr>
<tr>
<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>
</tr>
</tbody>
</table>
Leadership Book Podcast/Video and Memo: 
Organizational Leadership Assignment 
due date TBD during first week of class

**PART I:** Select a book on organizational leadership that you believe would be valuable to public or nonprofit organization leaders (we will review some options during our first week of class). First, work on your own or with one or two other class participants to prepare a brief (7-10 minute) podcast, video, webinar or other form of engaging synthesis that highlights:

a) meaningful concepts and lessons,  
b) striking examples,  
c) the overall quality of evidence behind claims, and  
d) tricky issues or critiques.

This is about creating something useful for colleagues—be creative and have fun with this. Prepare something you believe would be helpful if you were a new leader in a public or nonprofit organization.

**PART II:** On your own, write a brief (2-3 page) memo in which you analyze the underlying assumptions/worldview represented in this leadership text and assess the quality of evidence the author(s) use to support their primary claims. Finally, based on this analysis, weigh in on whether you believe this text should be *recommended reading* for managers in public sector and/or nonprofit organizations.

---

**Individual Assignment #2:**  
**Final Work Style Reflection** (2-3 pages) due May 14

**Part I:** Write a brief (2-page) reflection on how you believe your work with client projects over the past year has impacted the way you understand and solve public sector problems. More specifically, describe how any experiences with client-based projects have changed the way you:

1. Understand or approach problems?  
2. Work with team members and project leaders?  
3. Communicate with clients (those you are assisting) to seek and share information?  
4. Respond to unanticipated problems or frustrations?

**Part II:** Retake the HEXACO Personality Inventory and provide a brief (1-page or less) response to the following prompt:

Do you see any notable change in the results of your second HEXACO inventory? If so, describe this change and reflect on why these results may be different.

---

**Consulting Team – Client Project Assignments**

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1: Refined Scope of Work (2-4 pages/professional work plan format)</td>
<td>Feb. 6</td>
</tr>
<tr>
<td><strong>Confirm or Clarify Your Final Deliverables and Strategy:</strong>  What specific steps (work plan) will you implement to identify and research potential options for addressing the client problem or opportunity? Where will you go—or what resources will you use—to identify potential options? What process will you use to engage your client in exploring these options?</td>
<td></td>
</tr>
</tbody>
</table>
#2: Options Identification and Analysis (3-5 pages/flexible format to meet client needs)

**Options Identification:** What options do you believe your client ought to explore to address their opportunity or problem? Based on what organizational inquiry methods and research-informed evidence?

**Options Analysis:** What criteria would you encourage your client to use in analyzing and selecting options (now or in the future)? What type of process do you think your client should use in analyzing and selecting future option(s)? Who should be involved in this process? What critical considerations, trade-offs, and risks would you encourage your client to consider before selecting an option?

March 12

---

#3: Organizational Strategy Workshop with Clients and 2-3 Page Workshop Summary

Meet with your client(s) to present and/or discuss preliminary options, ideas, or recommendations. Make sure to craft (or help craft) and submit an intentional agenda and cover at least the following topics:

a) option examination and/or selection,

b) the identification of potential opportunities and risks or challenges associated with options under consideration,

c) potential goals or outcomes associated with option(s), and

d) any relevant planning choices or steps associated with moving option(s) forward (e.g., who might do what by when).

Then, prepare an internal or external summary (2-3 pages) to highlight notable interactions and outcomes and reflect on key lessons and unanticipated events as well as next steps.

Workshop by April 16

Workshop agenda and summary by April 23

---

#4: Final Report and Presentation

**Report:** Prepare a brief (approx. 3-5 page) report for your busy client(s). This report should include refined options that reflect lessons you learned during your client workshop. It should also include some modest planning or change implementation guidance along with simple recommendations for assessing relevant change/implementation outcomes.

**Oral Presentation:** Deliver a concise and engaging 10-minute in-class presentation that highlights key findings for your client and paves the way for future change. Be prepared to answer client and audience questions following your presentation.

May 7

---

### Grading

<table>
<thead>
<tr>
<th>Assignment/Activity</th>
<th>% of Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Book Podcast/Video/Webinar</td>
<td>10%</td>
</tr>
<tr>
<td>Individual Leadership Book Memo</td>
<td>15%</td>
</tr>
<tr>
<td>Team Assignment #1: Refined Scope of Work</td>
<td>5%</td>
</tr>
<tr>
<td>Team Assignment #2: Options Identification and Analysis</td>
<td>15%</td>
</tr>
<tr>
<td>Team Assignment #3: Organizational Strategy Workshop Summary</td>
<td>15%</td>
</tr>
<tr>
<td>Team Assignment #4: Final Report and Presentation</td>
<td>20%</td>
</tr>
<tr>
<td>Individual Assignment: Final Work Style Reflection</td>
<td>10%</td>
</tr>
<tr>
<td>Engagement in Discussions, Activities, etc.</td>
<td>10%</td>
</tr>
</tbody>
</table>

**Total:** 100%
**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: [https://www.csus.edu/student-affairs/centers-programs/services-students-disabilities/](https://www.csus.edu/student-affairs/centers-programs/services-students-disabilities/)

**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 and/or small group 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.

**Basic Needs Support**

If you are experiencing challenges in the area of food and/or stable housing, help is just a click, email or phone call away! Sacramento State offers basic needs support for students who are experiencing challenges in these areas. Please visit our Basic Needs website to learn more about your options and resources available. [https://www.csus.edu/basicneeds/](https://www.csus.edu/basicneeds/)

---

**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>
</tr>
</thead>
</table>
• Grand Challenges in Public Administration (NAPA, 2019): [https://www.napawash.org/grandchallenges](https://www.napawash.org/grandchallenges) | [Team Assignment #1:](#) |
| Week 3 Feb. 6 | Leading and managing | • Bolman & Deal, Chapter 17 (Reframing Leadership)  
• Duhigg, Chapter 5 (Managing Others)  
• Schein, Preface and Chapters 1 & 2 | [Team Assignment #1:](#) |
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Resources</th>
</tr>
</thead>
</table>
| Week 5 | Feb. 20 | Organizational planning—traditional approaches | - Duhigg, Chapter 4 (Goal Setting)  
- Leadership podcasts (240B peers) |
- Project Management Institute website review: [https://www.pmi.org/about/learn-about-pmi/what-is-project-management](https://www.pmi.org/about/learn-about-pmi/what-is-project-management)  
- Leadership podcasts (240B peers) |
- Leadership podcasts (240B peers) |
| Week 10 | March 26 | Engaging teams | - Duhigg, Chapter 2 (Teams)  
| Week 11 | April 9 | Process improvement | • Schein, Chapters 6 & 7  
• Lean Overview (3 min): [https://www.youtube.com/watch?v=8EXS9wROVRc](https://www.youtube.com/watch?v=8EXS9wROVRc)  
• Go to the Gemba TEDx (12 min): [https://www.youtube.com/watch?v=A_DGAGzyPGc](https://www.youtube.com/watch?v=A_DGAGzyPGc)  
• Leadership podcasts (240B peers) |
| Week 12 | April 16 | Organizational communication and decision making | • Duhigg, Chapter 6 (Decision Making)  
• Decisions, Decisions, Decisions (TED Radio Hour): [https://www.npr.org/programs/ted-radio-hour/519264798/decisions-decisions-decisions](https://www.npr.org/programs/ted-radio-hour/519264798/decisions-decisions-decisions)  
• Leadership podcasts (240B peers) |
• Bolman & Deal, Chapters 15 & 16  
• Leadership podcasts (240B peers) |
| Week 14 | April 30 | Public communication | • Example/Reading TBD (Guest)  
• Leadership podcasts (240B peers) |
| Week 15 | May 7 | Final Presentations | No Readings |
| Finals | Week May 14 | No Class | No Readings |