

## Public Policy and Administration

### PPA 240A

#### Public Management and Administration

#### **Draft: Subject to Change Once Class Begins**

Fall 2016

Wednesdays 6:00 pm - 8:50 pm

Room/Location "To Be Determined"

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appointment

#### **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 2013). 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 a lot of our time on application of materials learned. If you have not done the reading, you will be at a distinct disadvantage. My formal office hours are as indicated on the syllabus. However, I will be happy to meet with students at mutually agreeable times. Please contact me by email if you want to set up time to meet.

## Assignments and Grading

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. Late work is likely to be penalized or, in some cases, not accepted at all. Excessive absence will be reflected in your grade (Given that the class meets only once a week, a single absence means that you have missed 7% of the classes). Assignments will all be turned in through SacCT, so even when you cannot make it to class assignments can be turned in on time.

Paper 1	10%
Paper 2	20%
Paper 3	25%
Paper 4	5%
Group Project	30%
Class participation	10%
Total	100%

### Paper 1

Prepare an annotated bibliography on at least eight articles related to a topic that caught your attention in the first few reading assignments of the semester. It should be about management, administration, or organizational behavior in some way. Don't select a "policy" topic. The annotated bibliography will begin with a paragraph describing the issue/area you are exploring, e.g., employee satisfaction, compensation, "red tape," or strategic planning. The goal is to identify both classic works and the most recent developments in research on that topic. You will be given a format for presenting the annotated bibliography entries. The assignment should have a second paragraph that summarizes what you began to learn about the topic from this literature – what are the controversies, what seems to be "settled truth," etc. Your final assignment will be a full literature review, so I really do mean just a paragraph at this point. As long as necessary, due September 28<sup>th</sup> at 10:00 pm

### Paper 2:

Identify a public or non-profit organization with which you have some familiarity. The purpose of the paper is to gain practice at getting a handle on the structure and core function(s) of an organization. You will describe the mission, goals, purpose size, 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. Also, where would you place this organization on one of "public-private" continua or categories used by Rainey? 5-7 pages, due October 19<sup>th</sup> at 10:00 pm

### Paper 3

For this literature review, you may select the same topic you chose for Paper 1 or you may select a new topic. 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 text 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. The recommended book by Galvan may be useful in helping you structure this paper.

Plan to select a topic by October 12<sup>th</sup> 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 November 9<sup>th</sup> at 10 pm

#### Paper 4

Throughout the semester, we will be reading and talking about the management problems and issues in the U.S. Department of Veteran's Affairs. Towards the end of the semester, each student will be asked to write a two-three page memo to the newly-elected president of the United States, making recommendations on how some of the issues at the VA might be addressed and what kind of leader should the president look for to head the VA. 3-4 pages, due November 23<sup>rd</sup> at 10 pm

#### Group project

To be developed

#### Participation

The expectation is that you will arrive in class having completed and thought about the week's assigned readings. Consistent lack of participation will result in a reduced class participation grade (in addition to the fact that you will learn less). A special "subset" of class participation concerns preparation for the case studies. Students will work in small groups on the case studies and report back to the larger group. Failure to be prepared for those discussions is especially frowned upon. You must read the case study in advance and be prepared to contribute to your small group. Another part of the participation grade is making weekly postings related to the assigned readings. Each week (beginning Week 2), I expect each student to post an observation and/or a question on SacCT that is a response to something you read in the assignment. This might be a description of a situation you've encountered that is consistent with (or not) something you've read or it might be a question for clarification of something you read but didn't fully understand (and explain why you were having trouble with it). The posting can also be about the readings concerning the VA. The posting is due on Wednesday morning by 9 am to give students a chance to react to your comments before class. Failure to make regular and timely postings will also have a negative impact on your participation grade.

#### **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, with standard margins. Correct punctuation, spelling, pagination, and citations (APA style) are expected when appropriate. Unless otherwise described in the assignment instructions, all papers should be analytical in nature, using the theories and concepts from class to illuminate a particular situation.*

### 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](http://www.half.com).) If you are buying this for the first time, make sure you get the 5<sup>th</sup> edition of the Rainey book. Those of you with the 4<sup>th</sup> 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](http://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.

#### Required Texts:

Bolman, Lee G. and Terrance E. Deal. 2013. *Reframing Organizations: Artistry, Choice, and Leadership*, 5<sup>th</sup> Edition. Jossey-Bass, San Francisco, CA.

Rainey, Hal 2014. *Understanding & Managing Public Organizations*, 5th Edition. Jossey-Bass. San Francisco, CA.

Wilson, James Q. 1991. *Bureaucracy: What Government Agencies Do and Why They D It*. Basic Books Classics.

#### Recommended Texts:

Galvan, Jose L. (any edition) *Writing Literature Reviews: A Guide for Students of the Social and Behavioral Sciences*. Glendale: Pyczak Publishing.

Specific reading assignments begin on the next page.

PPA 240A Readings Fall 2016

	Date	Topics and Assigned Readings	Assignments
1	August 31	<p><b>Why study organizations and management?</b>                      Rainey, Chapter 1                      Xenophon, "<a href="#">Memorabilia</a>," Book III, Chapter 4  <a href="#">ANTZ</a> (approx.. first 7 minutes)                      Light, P. "<a href="#">Cascade of Failures</a>"                      Leonhardt, D. "<a href="#">Quiet Movement</a>"                      Hamilton, M. "<a href="#">What if Public Administration Had a Purpose?</a>"</p>	
2	Sept 7	<p><b>Organizations: Public, Private, or Nonprofit</b>                      Rainey, Chapter 3                      Henry, N. "<a href="#">Is Privatization Passé?</a>"                      Wilson, Chapters 1 &amp; 20 and pp. 134-136</p>	
3	Sept 14	<p><b>The history of understanding organizations</b>                      Rainey, Chapter 2                      Taylor, F. <a href="#">Principles of Scientific Management</a>, Chapter 2 up to Footnote 4                      Weber, M. <a href="#">Bureaucracy</a>,                      Gulick, L. <a href="#">Notes on the Theory of Organization</a></p>	
4	Sept 21	<p><b>Framing and Re-framing Organizations</b>                      Bolman and Deal, Chapters 1 &amp; 2  <i>Case Study: Employee Benefit Security Agency (EBSA)</i>                      Wilson, Chapter 2</p>	
5	Sept 28	<p><b>Organization structure</b>                      Rainey, Chapters 6 &amp; 7                      Bolman and Deal, Chapter 3                      Curse of the Jade Scorpion - <a href="#">YouTube</a>                      Wilson, Chapters 3 &amp; 5</p>	Paper 1 due
6	Oct 5	<p><b>Organization structure</b>                      Rainey, Chapter 8                      Bolman and Deal, Chapters 4 &amp; 5                      Walker &amp; Lorsch, "<a href="#">Organizational Choice</a>"                      Wilson, Chapter 9  <i>Case Study: State Claims Management</i></p>	
7	Oct 12	<p><b>Collaboration and Ethical Leadership</b>                      Dobel, P. "<a href="#">Value-Driven Leading: A Management Approach</a>"  <i>Case Study: South Park Bridge</i></p>	
8	Oct 19	<p><b>Human Resource issues in the 21<sup>st</sup> century organization</b>                      Rainey, Chapter 9                      Bolman and Deal, Chapter 6                      Wilson, Chapters 4, 7 &amp; 8</p>	Paper 2 due

9	Oct 26	<p>Human Resource issues in the 21<sup>st</sup> century organization  Rainey, Chapter 10  <b>Bolman and Deal, Chapter 7</b>  <i>Case Study: Cornwall County Schools</i></p>	
10	Nov 2	<p>Behavior of individuals and groups in organizations  Rainey Chapter 12  <b>Bolman &amp; Deal, Chapter 8</b>  Social Intelligence: Daniel Goleman- <a href="#">YouTube</a>  <i>Case Study: A Middle School Cheating Scandal-New Yorker</i></p>	
11	Nov 9	<p>Organization Culture  Rainey Chapter 11  <b>Bolman and Deal, Chapters 12, 13, &amp;14</b>  <i>Case Study: Recovery of Trust</i>  Wilson, Chapter 6</p>	Paper 3 due
12	Nov 16	<p>Organization culture  Ducharme, J. <a href="#">Public Sector Leadership Competency</a>  <i>Case Study: Appalachian Mountain Club</i></p>	
13	Nov 23	<p>Course Catch-Up and Wrap-Up  <b>Bolman and Deal, Chapter 20</b>  Wilson, Chapters 17, 18, &amp; 19  <i>Case Study: Mapping Environments for Managerial Leaders</i></p>	Paper 4 due
14	Nov 30	Team Presentations	
	Dec 6 (Tues)		Briefing Book Due (on Tuesday, Dec. 6)