

**Public Policy and Administration**  
**PPA 240A**  
**Public Management and Administration**  
Fall 2017

Wednesdays 6:00 pm - 8:50 pm

Location: Center for Collaborative Policy, 815 S St Sacramento\*

**Instructor:** Andrew Sturmfels  
**Phone:** (916) 494-3743  
**Email:** [ajsturmfels@gmail.com](mailto:ajsturmfels@gmail.com)

**Office Hours:** 30 minutes before and after each class and by appointment.  
**Office Hours Location:** CCP

### **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 as well as their own experience as members of organizations. 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 draw upon case studies, your own experiences, and real situations frequently in class and assignments.

Given the above, the following are the specific learning objectives for this course, along with the key assignments throughout the course to ensure these objectives are met:

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.

### **\*Note on Location**

This course will be located at the Center for Collaborative Policy, at 815 S Street, downtown. Entry to the location is from the ally, where there is ample parking. There is a possibility that we may have to move class location based on the timing of completion for the new downtown school. I will provide as much advanced notice as possible should a move be required.

## Format of Course

The course is taught in a seminar style. 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. If you have not done the reading, you will be at a distinct disadvantage. As an adjunct instructor, I do not have an office on campus. I will be available at our meeting location 30 minutes prior to and after each class. Additionally, 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.

## Class Attendance

I expect students to attend all class sessions unless they have a compelling reason not to do so. Please notify me in advance if you need to miss a class. Except under unusual circumstances, a student who misses three classes will be penalized one entire grade (e.g. an A- for the course will become a B-), and a student who misses more than three classes will receive a failing grade.

## Class participation

We have a tremendous opportunity to learn from each other. The best way to do that is to be prepared for class and be willing to share your own thoughts and experiences. A consistent lack of class participation will result in a reduced class participation grade (in addition to the fact that you will learn less).

## Academic Honesty

I take issues of academic honesty (including avoiding 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 on-line University Policy Manual: <http://www.csus.edu/umannual/AcademicHonestyPolicyandProcedures.htm>.

## Grading

Paper 1	10%
Paper 2	15%
Paper 3	15%
Paper 4	25%
Group Project	25%
<u>Class Participation</u>	<u>10%</u>
Total	100%

## Assignments

### Paper 1

Several core ideas have shaped our understanding of organizations over time. For this first paper, I'd like you to discuss some of these big ideas. Given what you know and reflecting on your own experience, what ideas do you see being used in organizations today? 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 goal of this first 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 and the sector.

*3-5 pages, due in hard September 20<sup>th</sup> at the beginning of class*

## **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. If it is a public organization, include a description of the statutory responsibility of the organization. Then, analyze the structure and purpose and determine whether the “form follows the function”. Is the structure a good match? On the face, is the organization structure to accomplish its mandate? If so, why? If not, why not?

*4-6 pages, due in hard copy October 11<sup>h</sup> at the beginning of class*

## **Paper 3**

You will use the same organization for this paper as you did for paper 2. In this paper you will draw upon the characteristics you have already discussed to make some educated guesses about what the organization’s culture might be like. To do this, I want you to dive deep into any publicly available materials. Visit the website, look through publicly available reports, audits, articles, and, if possible, visit the organization in person to see what you can learn. In addition to making some educated guess about the organizations culture, you should also make some observations on what you think your findings mean in the context of the organizations ability to fulfill its mission.

*4-6 pages, due in hard copy November 8<sup>th</sup> at the beginning of class*

## **Paper 4**

For this literature review you will choose a topic related to organizations and public management 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.

*10-12 pages, due electronically on December 13<sup>th</sup>*

**Important note regarding papers:**

*One of greatest skills the PPA program develops is your writing ability. I expect papers to be proofread, well written, appropriately cited, and on time. All papers are to be typed, double spaced, paginated, and fall within the page limits specified. Each paper should include a cover page containing your name, your email, and the assignment title. Please use a standard 12 point font and standard margins. 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. Papers not meeting these criteria may be returned to the student on a case-by-case basis.*

**Group Project**

The 240 series provides a unique opportunity to work with Yolo County on projects that will allow us to apply what we've learned throughout the semester to public policy topics impacting the county. Project teams and topics will be assigned during class session 2. For this project, each team will prepare a presentation, paper, and visual. Your assignment is broken into several parts that will take place throughout the semester. To ensure we stay on track, groups will check in periodically with me to report on the progress of each step, as outlined below.

First, your group will need to develop an understanding of the policy topic. This overview should include an appropriate review of relevant research as well as a comparative assessment of what is happening on the topic in other jurisdictions. We'll discuss this more in class. The purpose of "Check-In 1" on October 4th with your group will be to see your progress on this step

The next step will be to look closely at Yolo County and what they are doing in regards to the policy topic. You will need to look specifically at the county website and publicly available documents, along with news stories and other public sources. Once you have a good framework of understanding, your team will be allowed to schedule one interview with a subject matter expert in the county. You'll prepare a list of questions that should help you with the next step. The purpose of "Check-In 2" on October 25<sup>th</sup> with your group will be to hear about your assessment and plan for interviews. Interviews will not be scheduled until this phase has been completed.

Given what you have learned about the topic, what the county is doing, and what you have learned in class, I want you to conduct an assessment of how the policy topic is addressed in Yolo County using the 4 policy frames (Structure, Human Resources, Culture/Symbolic, and Political). This is where research and policy meet practice. Your assessment should be followed by a list of recommendations you'd like the county to consider based on what you've learned.

Both the presentation and paper should roughly follow the outline steps above, and each other. Class presentations will be on December 6<sup>th</sup>. Each group will have no more than 15-20 minutes to present. For the presentation, a visual item should be developed and passed out during the group presentation. We'll discuss this more in class – but it should augment and inform the presentation. Our third and final "Check-In" on November 22<sup>nd</sup> will be to preview your presentation outline, findings and recommendations, and visual.

Group papers will be due electronically on December 13<sup>th</sup>. The group paper should be 10-12 pages. The group paper final draft should be 95% complete by the presentation date. However, the group paper will be submitted a week after the presentation to allow groups to make any necessary changes based on feedback received during the presentation.

Because learning about how groups organize and function is a critical part of this course, I also want you to submit a one page reflection of your experience working with your group. The reflection is due the night of your team presentation, in hard copy.

### **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).)

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*, 5th Edition. Jossey-Bass, San Francisco, CA.

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

Shafritz, Jay, J. Steven Ott and Yong Suk Jang. 2016. *Classics of Organization Theory*. Wadsworth Publishing; 8th edition

Wilson, James Q. 1991. *Bureaucracy: What Government Agencies Do and Why They Do 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: Pycrczak Publishing.

Specific reading assignments begin on the next page.

	Date	Topics and Assigned Readings	Assignments
1	August 30	<b>An Introduction to Studying Organizations and Management</b> Rainey, Chapter 1	
2	Sept 6	<b>Organizations: Public, Private, or Nonprofit</b> Bolman and Deal, Chapters 1 & 2 Rainey, Chapter 3 Wilson, Chapters 1 & 20 GROUP PROJECT SCOPING with Yolo County	
3	Sept 13	<b>The History of Understanding Organizations</b> Rainey, Chapter 2 Shafritz Chapter 1, Sections 2, 5, 6, 7, and 8	
4	Sept 20	<b>Organizational Structure</b> Rainey, Chapters 6 & 7 Bolman and Deal, Chapter 3 Wilson, Chapters 2, 3, & 5	Paper 1 due
5	Sept 27	<b>Organizational Structure</b> Rainey, Chapter 8 Bolman and Deal, Chapters 4 & 5 Wilson, Chapter 9	
6	Oct 4	<b>Human Resource Issues in the 21st Century Organization</b> Rainey, Chapter 9 Bolman and Deal, Chapter 6 Wilson, Chapters 4, 7 & 8 Shafritz, Chapter 3, Sections 12-14	Group Project Check In 1, Lit Review Topic Due
7	Oct 11	<b>Human Resource Issues in the 21st Century Organization</b> Rainey, Chapter 10 Bolman and Deal, Chapter 7 Downs, Anthony, <a href="#">Inside Bureaucracy</a>	Paper 2 due
8	Oct 18	<b>Organization Culture</b> Rainey Chapter 11 Bolman and Deal, Chapters 12, 13, & 14 Wilson, Chapter 6	
9	Oct 25	<b>Organization Culture</b> Shafritz Chapter 7 (all sections), Chapter 8, Section 31 Rainey Chapter 13	Group Project Check In 2
10	Nov 1	<b>Behavior of Individuals and Groups in Organizations</b> Bolman and Deal Chapter 8 Rainey Chapter 12 Shafritz Chapter 3 section 15	
11	Nov 8	<b>Politics and Power</b> Bolman and Deal Chapter 9, 10, & 11 Rainey Chapter 5 Shafritz Chapter 6, All Sections	Paper 3 Due

12	Nov 15	<b>Special Topics- Ethics, Innovation, and Communication</b> Guest Speaker(s) Wilson, Chapter 12 Shafritz, Chapter 9, Sections 35-37 <a href="#">The Culture of Ethics That the Public Sector Needs</a> <a href="#">Understanding Public Service Ethics Laws</a> <a href="#">Public Sector Innovation and the Culture Factor</a> <a href="#">"Poor Communication" is Often a Symptom of a Different Problem</a>	
13	Nov 22	<b>Course Catch Up</b>	Group Project Check in 3
14	Nov 29	<b>Bringing it all Together</b> Bolman and Deal Chapter 20	
15	Dec 6 (Wed)	<b>Team Presentations</b>	Group Project Presentation, Visual, and Reflection Due
	Dec 13		Paper 4 Due, Group Project Paper Due