

## Public Policy and Administration

### PPA 240B

*Draft syllabus as of January 7, 2017*

*Changes will be posted on SacCT. This is a living syllabus, subject to change*

Spring 2017  
Tuesday 6-8:50 pm  
ARC 1007

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### Introduction and course objectives

In PPA 240A you learned about structure, personnel and culture within organizations. In this course we will tackle the political and power dimensions, leadership, and then put all the pieces together into a comprehensive view of organizations focusing on understanding performance, managing change and uncertainty, and developing and implementing strategy.

This course is designed as an applications course, encouraging students to apply what they have been learning in their graduate studies. Organizations are rarely tidy, they exist in evolving contexts where change is the only constant. In order to learn the most, we will conduct our applications in as realistic a model as possible, in other words, our work will not always be "tidy". We will continue to work with Yolo County to help address their needs. They provide a terrific opportunity to approximate what you will encounter in the thesis stage and the real world. Minimal direction and lack of complete clarity about ultimate goals are often the hallmark of organization work. While you worked *for* Yolo in the fall you will work *with* Yolo in the spring.

Specific course objectives for 240B are as follows (with related assignments in parentheses):

1. Understand the critical role of effective leadership in the public sector (leadership paper).
2. Draw upon multiple disciplines to understand and address policy and organization problems (evaluation and leadership papers and Yolo projects).
3. Use different analytical skills and tools strategically (leadership paper and Yolo projects).
4. Work effectively in groups (Yolo projects and class work).
5. Use an articulate and confident style of oral presentation (Yolo projects and class work).
6. Understand your obligation to advance public value (Yolo project, performance paper and class work).

More than in other courses, the vast majority of the objectives in 240B reflect application skills. At this point in the program you have acquired a majority of the content and will be focused on using the knowledge and skills in exercises and practical settings.

### **Format of Course**

As usual, this 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 will be on Tuesdays on campus. As always, I will also 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**

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. If you must miss class when an assignment is due, you may 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. I am most likely to receive it in Microsoft Word Format.

Performance paper	20%
Leadership paper	20%
Organizational Assessment rubric	20%
Participation	10%
<u>Yolo group project</u>	30%
Total	100%

#### Performance:

Identify a public organization with performance measures in place (publicly available). Briefly describe the core mission and purpose of the organization and any goals they may have articulated. Then, analyze the adequacy of the performance measures given the purpose of the organization and the stated goals. If the plan and measurements seem to be useful, specifically explain why. If they are lacking in some area, explain why (a disconnect with mission, insufficient information, not useful for understanding what is happening in the organization, etc.). You might also distinguish whether the plans and performance measures in place seem useful or seem to be more for PR reasons and whether they are internally or externally oriented. Finally, if there are improvement steps you can suggest, please do so. 4-6 pages. Due Feb 14, 6pm.

#### Leadership

For this 4-6 page paper you will describe the fit between a specific organization and its leader. You may use either a public or non-profit organization to complete this paper. You will first discuss the organizations purpose and current needs from a leader. To do this you will need to identify the context the organization faces and any goals it is working on achieving. After you have completed this you will identify the strengths of the leader you are reviewing. Finally, you will discuss the fit between the two. We will discuss this further in class. Due March 28, 6 pm.

### Organization Assessment Rubric AND application:

Many consulting firms make a healthy living working with individuals and teams to improve organizational functioning. Many of these firms have a template of sorts that allows their junior people to make quick assessments of organizations. In this paper you will develop a template for assessing the major components of any organization. I am particularly interested in the breadth of your coverage and the sophistication of your questions. This is a set of questions to yourself, what types of information do you want to know and what sources will be useful? What do you need to remember to think about? The paper may be structured in whatever way you find most useful (a narrative with questions, a template with discussion, etc) but needs to be comprehensive. That means including major categories of information from all learning to date including 240A and other relevant classes. No more than 5 very well written pages (or it will be too cumbersome).

After you have developed your rubric you will select a public or non-profit organization and apply your rubric, in other words, you will do a quick assessment using your approach. The write-up of your findings should be clear, professional and not simply be a list of findings. This section of the paper can be up to 3 pages for a total of 8 pages. We will discuss this in class. Due May 16 5 pm

### Group project

We will continue our work in groups with Yolo County to follow up on their desire for specific interventions. Yolo County Administrator Patrick Blacklock will be in class February 7 to discuss project ideas. Anticipate both a paper and a presentation to Yolo County officials for this final group effort. Group project presentations (on site in Woodland) will be either May 2 or 9.

### Papers:

As always, students are expected to 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. If you have a history of benefiting from the Writing Center, I presume you will use their resources without being prompted to do so.

All papers are to be typed, double spaced, paginated, and fall within the page limits specified. 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.

### Other important issues

Should you need assistance with portions of class due to disabilities, please let me know as soon as possible.

Finally, although I do not expect any issues, I trust you are familiar with the [University's policies on academic dishonesty and plagiarism](#). I reserve the right to fail you for an assignment or contact student affairs for disciplinary action if warranted.

### **Required Readings and Texts**

Most of these texts are from last term so you should already have them. A small number will be available at the bookstore. Students who have an older version of the Rainey book can use that.

Please bring the appropriate readings to class (including electronic material) we will often use them in exercises.

#### **Required books:**

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

Gonzales, Laurence. 2003. *Deep Survival: Who Lives, Who Dies, and Why*. W.W. Norton & Company: New York.

Rainey, Hal. 2014. *Understanding & Managing Public Organizations* 5<sup>th</sup> Edition. Jossey-Bass: San Francisco, CA. (Or 4<sup>th</sup> edition)

Weick, Karl E. and Kathleen M. Sutcliffe. 2015. *Managing the Unexpected: Sustained Performance in a Complex World*. Third Edition. Wiley:New Jersey.

Items after Feb 14 are tentative. I'll know more after Jan 24 when we meet.

	Date	Topics and Assigned Readings	Assignments
1	Jan 24	<a href="#">ILG Checklist</a> (print and bring or have easily accessible for use in class)	Come in with a "toolkit" about organizations. What are the important ideas you need to remember about organizations?
2	Jan 31	Performance Measurement and Management <a href="#">Results Based Accountability Guide</a> Skim this guide. I'm looking for your understanding of the concepts, approach and language, not the implementation logistics.	
3	Feb 7	Yolo County CAO Patrick Blacklock to firm up group projects and review fall work	
4	Feb 14	External context of organizations  Rainey, Chapter 4	Performance paper due
5	Feb 21	Sources and use of Power <a href="#">Dr. Jeffery Pfeffer on Power</a> The Political Frame and intro to Power Bolman and Deal Chapters 9-11 Rainey Chapter 5	Bring the toolkit we did the first night of class.
6	Feb 28	Designing Strategy (formerly known as strategic planning)	Bring in a strategic plan from an organization you have worked with (preferable) or are interested in.
7	March 7	Change in Organizations Rainey Chapter 13 Bolman and Deal Chapters 18-19  More to come here... <a href="https://www.youtube.com/watch?v=hc1aZ60k7w#">https://www.youtube.com/watch?v=hc1aZ60k7w#</a>	
8	March 14	Leadership Rainey Chapter 11 pages 314-444  <a href="http://leadershipfreak.wordpress.com/2013/12/28/the-three-power-people-you-need-on-your-team/">http://leadershipfreak.wordpress.com/2013/12/28/the-three-power-people-you-need-on-your-team/</a>	

		<b>Deep Survival</b> , all (you may begin reading this immediately)	
	March 21	<b>Spring Break no class</b>	
	March 28	Bolman and Deal Chapters 15-17 and 20	Leadership paper due
9	April 4	Managing the Unexpected, Chapters 1-4	
10	April 11	Managing the Unexpected, Chapters 5-9	
11	April 18		
12	April 25	Engaging citizens, what role for public managers? TBA	
13	May 2	<b>Presentation dry runs</b>	
14	May 9	Group presentations on site at Yolo County location tbd	All final group papers by May 8 at 5pm
15	May 16		Organization rubric/assessments due