

**Public Policy and Administration  
PPA 240B  
Spring 2018**

This is a living syllabus and subject to evolution and enhancements.  
Changes will be discussed in class and/or emailed.

**Tuesdays 6:00pm – 8:50pm**

AIRC 3004 (and hopefully move to SacState Downtown later in the semester)

**Jenni Murphy, Ed.D.**

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**Office Hours:**

- Fridays- 3:30pm-5:30pm or by appointment

Please note: I am a working administrator and sometimes things do come up. I will notify you of changes to office hours with as much advance notice as possible.

**Overview & Course Objectives**

PPA 240A provided the opportunity to learn about structure, personnel, and culture within organizations. PPA 240B focusses on understanding performance, managing change, and both the development and implementation of strategy. We will address leadership, politics, and power to yield a comprehensive view of organizations and you will put it all into practice throughout the semester.

PPA 240B is an applications course designed in a manner that allows you to learn in a safe environment while simultaneously providing a platform to showcase your individual and collective abilities. Together we will construct a type of learning lab where activities and assignments are completed in as much as a realistic model as possible. Since organizations are rarely perfect and learning can be messy, our work and our process will flow between chaos and order- prepare yourself accordingly.

We will continue to work with Yolo County as they provide an excellent opportunity to approximate the thesis period and the professional world. Heading into the semester without clear and specific direction on projects is purposeful. In the fall, you worked *for* Yolo County, but in the spring you will work *with* them- again, prepare yourself accordingly.

Specific course objectives for 240B are as follows:

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

The course objectives in 240B reflect application skills thus your preparation, behaviors, and experience in the course will be different than what you have experienced in most of your other courses. At this stage of the program you have acquired the majority of content and should be anxious to put your knowledge, skills and abilities into practice.

## Course Format

This course is delivered in a seminar style and you are expected to arrive at class prepared to lead discussions, participate in discussions, and engage in activities related course materials, group projects, and relevant current events. Since we will spend the majority of our time in application model, you will not be able to participate if you have not done the reading and reflected on it prior to class. I also expect you to bring the appropriate texts and materials to class. Consistent lack of preparedness will impact your individual grade and the collective success of the cohort.

As noted on page one of the syllabus, formal office hours are scheduled on Friday afternoons. If you drop by, please check in at the front counter of Napa Hall and they will notify me of your arrival. Thirty minute parking is available near the building or you can use your student pass in the nearby gravel lot.

Since you are working adults, I am happy to schedule appointments before, during, or after traditional work hours or on the weekends and can also be available to by phone or web conferencing.

## Assignments and Grading

### Submissions and Timelines:

- All assignments are to be submitted via email prior to class.
  - You are also welcome to bring a printed copy to class.
- All assignments are expected to be submitted in a complete and professional manner.
  - Proofread, well written, appropriate citations, and on time.
  - At the discretion of the instructor, especially poorly written papers *may* be returned to be re-done.
  - If you have benefited from the Writing Center in the past then I expect you to use their resources without being prompted to do so.
- Papers should...
  - be typed, double spaced, paginated, and fall within the page limit parameters provided;
  - include a cover page for each assignment that includes your name, email, peer reviewer, and the assignment title;
  - be submitted in Microsoft Word, unless otherwise specified or approved; and
  - not be in a font larger than 12 point and not less than 10 point with normal margins. Non serif fonts are preferred.

**Late work will not be accepted.** I understand that you are working full-time and will accommodate work issues as much as possible, but you are expected to meet the due dates and obligations of the course. Proactive planning is extremely important for organizations and individuals thus you must apply that forethought and discipline in this course.

### Other Important Issues:

- Should you need assistance with portions of the course due to disabilities, please let me know as soon as possible.
- Although I do not expect any issues, please familiarize yourself with the University's policies on academic dishonestly and plagiarism. I reserve the right to fail you for an assignment or to contact student affairs for disciplinary action if warranted.

<b>Grading Percentages:</b>	
Literature Review Summary	5%
Performance Paper	20%
Leadership Paper	20%
Organizational Assessment Rubric	20%
Participation	10%
Group Project for Yolo County	25%

### **Literature Review Summary:**

In 240A you completed a literature review on an organizational topic of your choice and I would like that information to be shared with current students, alums, and me.

- Develop a summary on the topic you reviewed
  - How is the topic defined and why it is important to organizations
  - What do we “know” and “not know” about the topic
  - Explain the basic methods of research for the topic (including validity of those measures)
  - Share what generally agreed upon information as well as the major disagreements about the topic
  - Structure your summary with the following headers:
    - Topic and Importance
    - What We Know
    - Disputes and Outstanding Questions
  - Include full in-text citations and a reference list
- Length: 2 pages (the reference list is not part of the page limit)
- Due: Tuesday, January 30<sup>th</sup>

### **Performance Paper:**

Identify a public organization with publically available performance measures in place. Briefly describe the organization’s core mission and purpose along with any articulated goals. Then analyze the adequacy of the performance measures given the purpose of the organization and its stated goals. Explain why the measurements are useful and/or are lacking in some area. Include any recommendations or improvements.

I will be looking for you to demonstrate your command of information analysis and your ability to discern the environment within the organization and the landscape around the organization.

- Length: 5-6 pages
- Due: Tuesday, February 20<sup>th</sup>

### **Leadership Paper:**

Identify a public or non-profit organization and describe the fit between the organization and the leader. The objective of this paper is to analyze need and explain fit, not pass judgement on the leader or on the organization. You will need to examine the context of the organization and its current goals, identify what it needs in a leader, and identify the qualities and behaviors of the current leader. Finally, you must discuss the fit between the current leader and the organization.

I will be looking for you to demonstrate your ability to understand an organization, identify leadership needs, identify observable leadership skills, examine the alignment between the two, and to articulate and support your thoughts.

- Length: 4-6 pages
- Due: Tuesday, March 27<sup>th</sup>

**Group Project:**

We will continue our work in groups with Yolo County. More discussions and instructions will come early in the semester. Please anticipate a paper and a presentation for Yolo County Officials.

I will be looking for you to demonstrate a strong command of the tools you have acquired throughout the program and the ability to effectively work as a cohesive team. I will also be looking for you to demonstrate a level of intellect and professionalism that affirms the elite status of the MPPA program.

- Length: To Be Determined
- Due: Tuesday, May 1<sup>st</sup>

**Organizational Assessment Rubric:**

Many consulting firms specialize in working with organizations and/or individuals to support improvements or transformations. Most firms arm their junior staff with templates designed to quickly conduct initial assessments.

This is a two part assignment that allows you to showcase your abilities to develop a workplace tool and then put that tool into action.

**Part 1: Rubric Development**

Develop a comprehensive method and template that can be used for assessing the major components of any organization. You should consider all learning from the program to date, including 240A.

I will be looking for you to demonstrate breadth of coverage and sophistication in your questions. I will also be looking for you to build a tool that is useful for any type of organization within any field.

- Length: No more than 5 well written and well organized pages
- Draft Due: Tuesday, April 10<sup>th</sup>
- Due: Thursday, May 17<sup>th</sup>

**Part 2: Rubric in Action**

Select a public or non-profit organization and apply the rubric. Then prepare a write up of your findings that is professional, thorough, and more than a list of findings.

- Length: No more than 3 pages
- Due: Thursday, May 17<sup>th</sup>

**Required Readings and Texts**

It is my understanding that two of these texts are from the last so you should already have them. A small number will be available at the bookstore. If you have older or newer versions of the texts, please review and discuss with me on the first night of class. Additional readings will be emailed or distributed in class.

- Bolman, Lee G. and Terrance E. Deal. 2013. Reframing Organizations: Artistry, Choice, and Leadership, 5th Edition (or later). Jossey-Bass, San Francisco, CA.
- Bolman, Lee G. and Terrance E. Deal. 2006. The Wizard and the Warrior: Leading with Passion and Power. Jossey-Bass, San Francisco, CA.
- Ito, Joi and Howe, Jeff. 2016. Whiplash: How to Survive Our Future Faster. Grand Central Publishing, New York, NY
- Rainey, Hal 2009. Understanding & Managing Public Organizations 4th Edition (or later). Jossey-Bass, San Francisco, CA.

<b>Class</b>	<b>Date</b>	<b>Topics and Assigned Readings</b>	<b>Assignments</b>
1	January 23 <sup>rd</sup>	<ul style="list-style-type: none"> <li>• Introductions and Toolkit Presentations</li> <li>• Course Overview</li> <li>• Toolkit Presentations</li> <li>• External Context of Organizations</li> <li>• Rainey, Chapter 4</li> </ul>	Bring your “toolkit” from a previous course(s) to class and be prepared to present on it.
2	January 30 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Reframing, chapters 9-11</li> <li>• Rainy, Chapter 5</li> <li>• Invited Guests</li> </ul>	Literature Review Summary due
3	February 6 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Wizard &amp; Warrior, Part 1 &amp; 2</li> <li>• Invited Guests</li> </ul>	
4	February 13 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Wizard &amp; Warrior, Part 3 &amp; 4</li> <li>• Invited Guests</li> </ul>	
5	February 20 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Whiplash Frameworks 1-5</li> <li>• Invited Guests</li> </ul>	Performance Paper due
6	February 27 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Whiplash Frameworks 6-9</li> <li>• Invited Guests</li> </ul>	Bring a strategic plan from an organization you have worked with (preferable) or are interested in.
7	March 6 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Wizard &amp; Warrior, Part 5 and 6</li> <li>• Invited Guests</li> </ul>	
8	March 13 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Rainey, Chapter 13</li> <li>• Reframing, Chapters 18-19</li> <li>• Invited Guests</li> </ul>	
	March 20 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Spring Break- No Class</li> </ul>	
9	March 27 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Rainey, Chapter 11 pages 314-444</li> <li>• Invited Guests</li> </ul>	Leadership Paper due
10	April 5 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Reframing, Chapters 15-17 and 20</li> <li>• Invited Guests</li> </ul>	
11	April 10 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Yolo Projects</li> <li>• Invited Guests</li> </ul>	Draft Rubric due
12	April 17 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Yolo Projects</li> <li>• Invited Guests</li> </ul>	
13	April 24 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Presentation Dry Runs</li> </ul>	
14	May 1 <sup>st</sup>	<ul style="list-style-type: none"> <li>• Yolo County Presentations</li> </ul>	Final Group Papers due
15	May 8 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Yolo Projects Debrief</li> <li>• Workshop Time</li> <li>• Invited Guests</li> </ul>	
16	May 15 <sup>th</sup>	<ul style="list-style-type: none"> <li>• Workshop Environment</li> <li>• Program Debrief</li> </ul>	Rubric and Assessment Due