

PPA 240B

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:
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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:

- Duhigg, C. (2016). *Smarter Faster Better: The Transformative Power of Real Productivity*
- Schein, E.H. (2016). *Humble Consulting: How to Provide Real Help Faster*

Book Retained from 240A:

- Bolman, L. G., & Deal, T. E. (2013). *Reframing Organizations: Artistry, Choice, and Leadership* (5th ed.)

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/um anual/student/stu-0100.htm>

PPA LEARNING OBJECTIVES	APPLICATION IN PPA 240B
(1) e. Draw upon multiple disciplines to understand and address policy and administrative problems	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.
(2) a. Use different analytical skills and tools strategically	Apply a variety of tools and frameworks to better understand organizational and programmatic goals, performance, and potential impact.
(2) b. Work effectively in groups	Explore different theoretical and applied approaches to group process; apply effective evidence-informed strategies to work in large and small teams.
(2) c. Understand the critical role of effective leadership in the public sector	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.
(2) f. Use and articulate a confident style of oral presentation.	Present an engaging case analysis on public and/or nonprofit organizational change using visuals, examples, and relevant organizational theories.
(3) a. Understand your obligation to advance public value	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.

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	Due Date
#1: Refined Scope of Work (2-4 pages/professional work plan format) Confirm or Clarify Your Final Deliverables and Strategy: 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?	Feb. 6

<p>#2: Options Identification and Analysis (3-5 pages/flexible format to meet client needs)</p> <p>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?</p> <p>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?</p>	<p>March 12</p>
<p>#3: Organizational Strategy Workshop with Clients and 2-3 Page Workshop Summary</p> <p>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:</p> <ul style="list-style-type: none"> 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). <p>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.</p>	<p>Workshop by April 16</p> <p>Workshop agenda and summary by April 23</p>
<p>#4: Final Report and Presentation</p> <p>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.</p> <p>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.</p>	<p>May 7</p>

Grading

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

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/>

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/>

PPA 240B Course Outline and Schedule

** All journal articles, reports, videos, and podcasts below are available via Canvas.*

Date	Topic	Readings (TBD)	Assignments
Week 1 Jan. 23	Public Administration trends and challenges	<ul style="list-style-type: none">• Stivers, C. (2008). The significance of the administrative state. <i>Public Administration Review</i>, 68(1), 53-56.• Rosenbaum, A. (2018). Politician's poodles or just an oblivious, increasingly irrelevant discipline: Some thoughts on the current state of public administration research and scholarship. <i>PA Times</i>, 4(3), 49-54.• Ford, M. R. (2019). Chaos and confusion: The erosion of administrative capacity in Wisconsin: https://patimes.org/chaos-and-confusion-the-erosion-of-administrative-capacity-in-wisconsin/• Grand Challenges in Public Administration (NAPA, 2019): https://www.napawash.org/grandchallenges	
Week 2 Jan. 30	Leading to address public problems	<ul style="list-style-type: none">• Heifetz, R. A., & Laurie, D. L. (1997). The work of leadership. <i>Harvard Business Review</i>, 75, 124-134.• 'New Localism' Interview with Bruce Katz and Jeremy Nowak (Florida, 2018): https://www.citylab.com/equity/2018/01/can-a-new-localism-help-cities-transcend-gridlock/551219/• Nambisan, S. (2008). <i>Transforming government through collaborative innovation</i>. Washington, DC: IBM Center for the Business of Government.	
Week 3 Feb. 6	Leading and managing	<ul style="list-style-type: none">• Bolman & Deal, Chapter 17 (Reframing Leadership)• Duhigg, Chapter 5 (Managing Others)• Schein, Preface and Chapters 1 & 2	Team Assignment #1:

	others		Refined Scope of Work due
Week 4 Feb. 13	Leading equity and inclusion strategy	<ul style="list-style-type: none"> • Heimans, J., & Timms, H. (2014). Understanding “new power.” <i>Harvard Business Review</i>, 92(12), 48-56. • Gooden, S. T., & Wooldridge, B. (2007). Integrating social equity into the core human resource management course. <i>Journal of Public Affairs Education</i>, 13(1), 59-77. 	
Week 5 Feb. 20	Organizational planning—traditional approaches	<ul style="list-style-type: none"> • Duhigg, Chapter 4 (Goal Setting) • Allison, M. (2015). Strategy needs a plan. <i>Stanford Innovation Review</i>: https://ssir.org/articles/entry/strategy_needs_a_plan • Briefly review/skim for familiarity: WK Kellogg Foundation. (2004). <i>WK Kellogg Foundation logic model development guide</i>. WK Kellogg Foundation. 	
Week 6 Feb. 27	Organizational planning—emerging approaches	<ul style="list-style-type: none"> • Mintrom, M., & Luetjens, J. (2016). Design thinking in policymaking processes: Opportunities and challenges. <i>Australian Journal of Public Administration</i>, 75(3), 391-402. • Nesta, IDEO (2017). <i>Designing for Public Services</i> toolkit. • Acar, et al. (2019). Why constraints are good for innovation. HBR: https://hbr.org/2019/11/why-constraints-are-good-for-innovation 	
Week 7 March 5	Organizational evaluation	<ul style="list-style-type: none"> • Greenwood, T. (2008). Bridging the divide between community indicators and government performance measurement. <i>National Civic Review</i>, 97(1), 55-59. • Brodsky, R. L. (2014). Commentary: “Public value” and the measurement of government performance: The shift to subjective metrics. <i>Public Administration Review</i>, 74(4), 478-479. • Leadership podcasts (240B peers) 	
Week 8 March 12	Project management	<ul style="list-style-type: none"> • Emelander, S. (2014). Project management challenges in government. <i>Public Manager</i>, 43(3), 32. • Project Management Institute website review: https://www.pmi.org/about/learn-about-pmi/what-is-project-management • Leadership podcasts (240B peers) 	Team Assignment #2: Options Identification and Analysis due
Week 9 March 19	Change strategy/management	<ul style="list-style-type: none"> • Galli, B. J. (2018). Change management models: A comparative analysis and concerns. <i>IEEE Engineering Management Review</i>, 46(3), 124-132. • Lewis, L. K. (2007). An organizational stakeholder model of change implementation communication. <i>Communication Theory</i>, 17(2), 176-204. • Mock, B. (2019). Why Detroit residents pushed back against tree planting: https://getpocket.com/explore/item/why-detroit-residents-pushed-back-against-tree-planting • Leadership podcasts (240B peers) 	
Week 10 March 26	Engaging teams	<ul style="list-style-type: none"> • Duhigg, Chapter 2 (Teams) • Scott, K. (2018). Make meetings less awful (podcast): https://www.radicalcandor.com/blog/podcast-episode-12/ 	

		<ul style="list-style-type: none"> Leadership podcasts (240B peers) 	
SPRING BREAK (March 30 – April 3)			
Week 11 April 9	Process improvement	<ul style="list-style-type: none"> Schein, Chapters 6 & 7 Lean Overview (3 min): https://www.youtube.com/watch?v=8EXS9wR0VRc Go to the Gemba TEDx (12 min): https://www.youtube.com/watch?v=A_DGAGzyPEg Leadership podcasts (240B peers) 	
Week 12 April 16	Organizational communication and decision making	<ul style="list-style-type: none"> Duhigg, Chapter 6 (Decision Making) Decisions, Decisions, Decisions (TED Radio Hour): https://www.npr.org/programs/ted-radio-hour/519264798/decisions-decisions-decisions Leadership podcasts (240B peers) 	Come prepared for dry-run client presentation discussion
Week 13 April 23	Addressing conflict and resistance	<ul style="list-style-type: none"> Patterson, K. (2002). <i>Crucial conversations: Tools for talking when stakes are high</i>. New York, NY: McGraw-Hill (Chapter 6—available via Canvas). Bolman & Deal, Chapters 15 & 16 Susan David (2016) Emotional Agility HBR Interview: https://hbr.org/ideacast/2016/09/building-emotional-agility.html Leadership podcasts (240B peers) 	Team Assignment #3: Organizational Strategy Workshop Summary due
Week 14 April 30	Public communication	<ul style="list-style-type: none"> Example/Reading TBD (Guest) Leadership podcasts (240B peers) 	
Week 15 May 7	Final Presentations	No Readings	Team Assignment #4: Final Report and Presentation
Finals Week May 14	No Class	No Readings	Individual Assignment: Final Work Style Reflection due