

PPA 240B

Public Management & Administration

Spring 2021

Thursdays from 6:00-8:50pm;
Online/Zoom

Location:

Online/Zoom Course Meetings

Instructor:

Dr. Sara McClellan



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By appointment - I will work to be as available as possible at times that work for you. Please schedule an appointment via my website or email me directly to set a time to meet:

www.saramcclellan.com/appointments

Cell: (530) 500-5506

Email: sara.mcclellan@csus.edu

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

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, design sessions, and final presentations. Reading volume will be reasonable, but you will need to read closely and critically to apply concepts.

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:

- Barrett, K. & Greene, R. (2020). *The promises and pitfalls of performance-informed management*. Rowman & Littlefield.
- Duhigg, C. (2016). *Smarter faster better: The transformative power of real productivity*. Random House.
- Winters, M. F. (2017). *We can't talk about that at work!: How to talk about race, religion, politics, and other polarizing topics*. Berrett-Koehler Publishers.

Book Retained from 240A:

- Bolman, L. G., & Deal, T. E. (2013). *Reframing organizations: Artistry, choice, and leadership* (5th ed.)

PPA 240B Learning Objectives

PPA LEARNING OBJECTIVES	APPLICATION IN PPA 240B
(1) a. Diagnose, map, and analyze decision making processes, actors, and context.	Examine decision-making processes, actors, and context in order to develop viable administrative recommendations and change strategy for a community client.
(1) e. Apply context-appropriate criteria to analyze and evaluate alternatives and offer solutions with attention to implementation strategies.	Partner with community clients to develop appropriate criteria to analyze and evaluate alternatives for addressing an actual problem or opportunity in a public or nonprofit agency.
(1) f. Identify, critically examine, and use relevant data to inform policy and administrative decisions.	Develop a sophisticated sense of the form(s) and functioning of organizations based on organizational research from various disciplines; draw on organizational research, service and program data, and promising practices to analyze client problems or opportunities and examine options.
(2) a. Critically use different analytical skills, processes, and tools to address policy and administration problems.	Apply a variety of tools and frameworks to better understand organizational and programmatic goals, performance, and potential impact for community partners.
(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. Identify and apply effective and inclusive leadership techniques for public policy and administration.	Identify ways in which leaders can actively engage and diversify organizational stakeholders to address current and emerging needs; 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 for diverse communities.
(2) f. Use effective modes of verbal presentation with an awareness of audience and purpose.	Present an engaging analysis of a public or nonprofit organizational change case using visuals, examples, and relevant organizational theories; present options and/or evidence-informed innovations in a compelling way.
(3) b. Understand obligations to advance public value consistent with rule of law and an enduring search for reasonable and just action.	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 with attention to relevant legal parameters.

Assignments

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/umannual/student/stu-0100.htm>

INDIVIDUAL ASSIGNMENTS

Organizational Leadership Book – Podcast or Video

due date TBD during first week of class

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). Work either on your own or with one or two other class participant to prepare a brief (8-12 minute) podcast, video, webinar or other form of engaging synthesis that highlights:

- meaningful concepts and lessons and striking examples,
- the overall quality of evidence behind claims about what makes leaders effective,
- relevance or transferability of concepts and practices to the public sector,
- tricky issues or critiques, and
- whether you would recommend this book to public sector and/or nonprofit managers and why.

This is about creating something useful for colleagues—have some fun with this! Prepare something you believe would be helpful if you were a new leader in a public or nonprofit organization.

Analysis of Leadership Style – Leader Interview

(3-4 pages) due April 1

Identify a public sector or nonprofit leader you find intriguing or worth emulating (some of you may choose to interview prior recipients of Sacramento ASPA awards or someone you've worked with). Draw on class readings about leadership and work style to develop interview questions. Interview this leader and draft an Analysis of Leadership Style paper that addresses the following concepts:

- Beliefs about leadership
- Work style/tendencies
- Ways of addressing challenge and/or conflict
- Leadership competencies
- Perspectives on teams/collaboration

Ultimately, make sure you apply concepts and research from this class to analyze this individual's leadership style. Do they approach teams in the way Duhigg (2016) describes? Do they typically adopt a facilitative or directive approach to leadership and delegation (Bolman & Deal, 2013)? You may draw on interview responses but also from other available evidence (e.g., meeting recordings, public testimony from colleagues or employees, etc.).

CONSULTING PROJECT ASSIGNMENTS

Consulting Team – Project Assignments	Due Date
<p>#1: <u>Refined Charter and Work Plan (2-4 pages/professional work plan format)</u> Project Approach and Methods: What specific steps (work plan) will you implement to (a) better understand your community partner’s problem or opportunity, and (b) identify and research potential options for your partner. Who will you talk with and/or, what resources will you use to identify potential options? How will you keep your partner updated as you explore options?</p>	<p>February 11</p>
<p>#2: <u>Initial Issue and Options Paper (4-6 pages/flexible format to meet client needs)</u> Problem or Opportunity Clarification and Research: Define the problem or opportunity and take different perspectives into account to answer the following questions:</p> <ul style="list-style-type: none"> • What is happening (or not happening)? • Who appears to be impacted by the current situation or practices? • Is this largely an issue of policy or organizational implementation/administration? <p>Analysis of Impact: Draw on and cite available evidence to answer:</p> <ul style="list-style-type: none"> • What are the consequences of the status quo? • Who might benefit from the current situation? Who might lose or suffer from the current situation? • What does relevant organizational research tell us about the nature of this problem or opportunity? <p>Options Identification: What options do you believe your community partner ought to consider in order to address this opportunity or problem? Based on what organizational inquiry methods and research-informed evidence? What examples or best practices merit consideration?</p> <p>Options Analysis: What criteria would you encourage your community partner 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? What option(s) would you consider most seriously at this point and why?</p>	<p>March 18</p>
<p>#3: <u>Organizational Strategy Workshop with Community Partner (submit agenda and 2-3 Page Workshop Summary)</u> Meet with your community partner(s) to present and/or discuss preliminary options, ideas, or recommendations. This workshop should help you turn your Initial Issue and Options Paper into a Final Report for your Community Partner(s). Make sure to craft (or help craft) and submit a focused agenda and cover at least the following topics:</p> <ol 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) tricky choice points or tensions, d) potential goals or outcomes associated with option(s), and 	<p>Workshop by April 8</p> <p>Workshop agenda and summary submitted by April 15</p>

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<p>e) any relevant planning choices or steps associated with moving option(s) forward (e.g., who might do what by when).</p> <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 in preparing your Final Report.</p>	
<p>#4: Final Report and Presentation</p> <p>Report: Prepare a brief (approx. 4-5 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. You may include appendices to provide additional support for your findings and recommendations.</p> <p>Oral Presentation: Deliver a concise and engaging 12-15 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 6</p>
<p>Project Debrief: We will engage in a structured in-class debrief at the end of this process in order to identify lessons learned, ideas for the future, and any feedback we would like to provide community partners.</p>	<p>May 13 (in class)</p>

Grading

Assignment/Activity	% of Grade
Leadership Book Podcast or Video	15%
Leadership Style Interview & Analysis	15%
Team Assignment #1: Refined Charter & Work Plan	5%
Team Assignment #2: Initial Issue & Options Paper	15%
Team Assignment #3: Organizational Strategy Workshop & Summary	15%
Team Assignment #4: Final Report and Presentation	25%
Engagement in Discussions, Activities, etc.	10%

Total: 100%

Differently Abled Students (campus refers to students with disabilities)

Should you need assistance with portions of class due to being differently abled, please let me know as soon as possible. The University offers services and I would be glad to refer you to the appropriate campus unit. You can also find more information via the following link:

<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
LEADERSHIP			
Week 1 Jan. 28	Public Administration trends and challenges	<ul style="list-style-type: none"> Grand Challenges in Public Administration (NAPA, 2019): https://www.napawash.org/grandchallenges Nambisan, S. (2008). <i>Transforming government through collaborative innovation</i>. Washington, DC: IBM Center for the Business of Government. Hatcher, W. (2019). The curious public administrator: The new administrative doctrine. <i>Public Integrity</i>, 21(3), 225-228. 	
Week 2 Feb. 4	Leading Projects	<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 Barrett & Greene, Chapters 1-3 	
Week 3 Feb. 11	Leading and managing others	<ul style="list-style-type: none"> Bolman & Deal, Chapter 17 (Reframing Leadership) Heifetz, R. A., & Laurie, D. L. (1997). The work of leadership. <i>Harvard Business Review</i>, 75, 124-134. Duhigg, Chapter 5 (Managing Others) Sinek, S. (Empathy – video) 	Team Assignment #1: Refined Charter & Work Plan
Week 4 Feb. 18	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. Winters, Chapters 1-2 Feeney, M. K., & Stritch, J. M. (2019). Family-friendly policies, gender, and work–life balance in the public sector. <i>Review of Public Personnel Administration</i>, 39(3), 422-448. 	
PLANNING & EVALUATION			
Week 5 Feb. 25	Communication Planning	<ul style="list-style-type: none"> Zavattaro, S. M., & Brainard, L. A. (2019). Social media as micro-encounters. <i>International Journal of Public Sector Management</i>. Frameworks Institute - Read ‘What’s in a Frame?’ brief article and ‘Five Questions about Framing’ along with at least two additional articles of your choice: https://www.frameworksinstitute.org/tools-and-resources/framing-101/ NVCO Know How (2020) - Review ‘Developing a Communications Strategy’ and ‘Creating a Communication Plan that Works’: https://knowhow.ncvo.org.uk/campaigns/communications/communications-strategy https://www.canadahelps.org/media/C-Helps-webinar CommsPlan KF ENG Feb10.pdf 	

Week 6 March 4	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 McCawley, P.F. The Logic Model for Program Planning and Evaluation, University of Idaho Extension [Handout]. Barrett & Greene Chapters 4 & 5 	
Week 7 March 11	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 8 March 18	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 	Team Assignment #2: Initial Issue & Options Paper
No Class March 25 – Spring Break			
Week 9 April 1	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. Barrett & Greene Chapters 7, 9, 10 & 11 	Leadership Style Interview & Analysis due
INTERPERSONAL APPROACHES TO LEADING CHANGE			
Week 10 April 8	Change 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 	
Week 11 April 15	Organizational and team decision-making	<ul style="list-style-type: none"> Duhigg, Chapter 2 (Teams) & Chapter 6 (Decision Making) Barrett & Greene, Chapter 6 	Team Assignment #3: Organizational Strategy Workshop & Summary
Week 12 April 22	Facilitating difficult conversations	<ul style="list-style-type: none"> Winters, Chapters 3-7 Susan David (2016) Emotional Agility HBR Interview: https://hbr.org/ideacast/2016/09/building-emotional-agility.html 	

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	and addressing conflict		
Week 13 April 29	Project consulting workshop	Limited reading TBD	
FINAL PROJECT PRESENTATIONS			
Week 14 May 6	Final Presentations	No Readings	Team Assignment #4: Final Report and Presentation
Week 15 May 13	Debrief	No Readings	