

PPA240A: Public Management & Administration

Mondays 6:00-8:50pm, Downtown Center Rm 108

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Office hours: M 4:30-5:45, W 4:30-6:00, and by appointment

Course Description and Objectives

This course will introduce students to major concepts, foundational theories, and general themes in the fields of public management and organizations. The course will focus on cultivating managerial skills and developing a sense of analyzing various phenomena in the public sector and managerial issues among employees therein. To this end, the semester is designed to bring theory and practice together in the classroom. The contents of this course will constitute a broad and encompassing overview of the topics in the field of public administration, including some of the past and recent reforms, issues, and improvements.

We will begin the class with an overview of distinctive characteristics and structure of public organizations. Then, we will study government performance and clarify some conceptual and theoretical issues related to the topic such as its definition and measurement. Next, we will overview the context in which human resource management is administered and major HR issues such as motivation, values, and work-related attitudes. In the last section, we will cover some important topics in the field of public administration such as accountability, social equity, representation, public service bureaucracy, civic engagement, and behavioral public administration.

The PPA240A and PPA240B sequence is about understanding and improving the function of public organizations. This course addresses five main learning objectives from among those set for the MPPA program as a whole (https://www.csus.edu/college/social-sciences-interdisciplinary-studies/public-policy-administration/_internal/_documents/guide-mapping-ppa-specific-learning-objectives-2020.pdf). The following table shows the objectives applicable to PPA240A and the way they are applied in this course.

PPA Learning Objectives	How Applied in PPA 240A
1c. Construct clear problem definitions with attention to client interests and varied stakeholder perspectives	Work with your peers to clearly define problems or challenges related to managerial and organizational issues in the public sector and find effective solutions; Understand government service delivery both from the supply and demand sides to identify varied stakeholders and their interests
1h. Critically review literature to help understand and address a problem from various perspectives.	Conduct analyses/critiques of two referee-based (peer-reviewed) research articles; Become familiar with key authors and theories that speak to this topic; Understand how social/public administration/managerial issues are addressed as a research question
2e. Write clearly and succinctly as appropriate to various audiences	Along with the two critical article reviews above, prepare your own literature review paper; Select the topic based on your professional interest and/or needs within the field of public management, human resources, and organizations

3b. Understand obligations to advance public value consistent with rule of law and an enduring search for reasonable and just action	Increase familiarity with administrative state functions, limitations, and critiques; integrate concepts of public responsibility, resource stewardship, and outcomes specification into organizational analyses.
3c. Consider ethical dimensions of choices in public policy and administration	Learn ethical norms, rules, and practices that can influence managing public workforce and organizations; Apply concepts that are covered in the lecture to the real-world policy and management cases and examples

Textbook

- Rainey, Hal G., Sergio Fernandez, and Deanna Malatesta. (2021). *Understanding and Managing Public Organizations*, 6th ed. Jossey-Bass.
 - Prior versions are acceptable. Please make sure that chapters match the weekly schedule.
 - Please retain this book for your PPA240B next year.
- Additional materials (case studies, group activities, or reading materials) will be posted on Canvas website.

Course Format

This is a critical thinking and writing intensive course where students will be expected to engage in high quality class participations. During each class, students will focus on conceptual and analytical material contained in the textbook, assigned reading materials, and cases/examples. Students are encouraged to come to class prepared to participate in conversations and group activities related to topics they have read.

Grading

Course grades will be determined in accordance with the following weights:

- Attendance, Participation, and In-Class Group Exercise 30%
- Two Critical Article Reviews 20% (10% × 2)
- Research Project 50%
 - Topic Proposal 5%
 - Presentation 5%
 - Peer Evaluation 5%
 - Research Paper (Literature Review focused) 35%

1. Attendance, Participation, and In-Class Group Exercise (30%)

Students will be contributing members of a team and will participate in active learning exercises during class. During each class session, students will work in groups to address concepts or issues covered in class and debate some important management principles, themes, and problems to identify the problems and find an effective solution. The purpose of group-based exercises is to evaluate students' cooperation with their peers, help students become more engaged into the topics, and provide timely feedback of their learning.

2. Two Critical Article Reviews (20%)

Students will conduct a critical review of two peer-reviewed articles published in professional academic journals. Students are encouraged to pick a topic based on their own interests within the field of public management, public organizations, and human resource management. This assignment will help students to navigate the topics that they will choose for their research project. I also encourage students to take this as an opportunity to become more familiar with how the research questions is developed and how the literature reviews are conducted. Detailed information (i.e., how to choose fine journals, specific review guidelines, and grading rubrics) about critical article reviews will be available on Canvas.

3. Research Project (50%)

Students will identify a research topic from the field of public administration (i.e., public management, public organizations, or human resource management) and will submit a research paper that (1) reviews the relevant literature, (2) identifies research questions to be answered, and (3) offers some potential contributions and implications for research and practice. Students cannot submit papers that have been previously developed or already submitted to the other class.

- Topic Proposal (5%)

Students will explore public management/organization/human resource management problems of interest and select one topic based on their professional interests and/or needs. A short proposal summary is due on October 31st.

- Research Paper (35%)

The research paper should be structured according to the following (include the appropriate subheadings throughout the paper) and is due on December 12th.

- 1) Introduction: A synopsis of your research question and its significance (how it relates) to the study of the operations and/or dynamics of public organizations/management/personnel administration.
- 2) Literature Review: Diagnosis of the state of research and relevant theoretical approaches. Assists in identifying your research question and developing specific hypotheses. Relevant aspects include the nature, concepts, antecedents, and consequences/ramifications of the issue, and the relationships between the issue(s) and other pertinent organizational phenomena. In the process of surveying the scholarship, you should be aware of and be ready to evaluate theoretical claims and counterclaims. (Reference: Galvan, J. L. 2006 *Writing literature reviews: A guide for students of the social and behavioral sciences*. Routledge.)
- 3) Contributions and Implications: Briefly summarize some potential contributions and implications of your research.

Detailed guidelines (i.e., the length of paper, grading rubrics for proposal, presentation, and research paper) on research project will be provided by your instructor. Basic format specifications are as follows:

- Word-processed using Microsoft Word, No title page
- Double-Spaced, 1-inch margin, 12-point font, Times New Roman, Include page numbers.
- Utilize APA Format for references.
- Reference/Bibliography does not count toward page limit (that is, it must be on a separate page).

- Presentation and Peer Evaluation (5% each)

Towards the end of the semester, students will present their paper in class and get feedback from their peers and from me. Detailed guidelines for presentation and peer evaluation will be provided.

Class Schedule

This schedule will serve as a general plan for the course, not a rigid constraint through the semester. Depending on students' needs, we may spend more time on a certain topic and less on another. Any changes to the syllabus or course schedule will be announced in advance.

Week	Topics	Assignment
1 (8/29)	Course Overview and Intro to PA No required reading	
2 (9/5)	Labor Day Holiday (no class) Reading assignment will be uploaded at Canvas.	
3 (9/12)	Organizational Theory and Historic Overview Readings: Rainey et al. 1 & 2	
4 (9/19)	Public Organizational Distinctiveness Readings: Rainey et al. 3	Critical Article Review #1
5 (9/26)	Organizational Goals, Effectiveness, and Performance Readings: Rainey et al. 6	
6 (10/3)	Organizational Structure, Design, and Technology 1 Readings: Rainey et al. 8	
7 (10/10)	Organizational Structure, Design, and Technology 2 Readings: Rainey et al. 8	Critical Article Review #2
8 (10/17)	Human Resources 1: Theory, Functions, Motivations Readings: Rainey et al. 9	
9 (10/24)	Human Resources 2: Values, Incentives, and Work-Related Attitudes Readings: Rainey et al. 10	
10 (10/31)	Organizational Culture and Ethics Readings: Rainey et al. 11 (p.368-375)	Topic Proposal
11 (11/7)	Accountability and Bureaucratic Representation Readings: available at Canvas	
12 (11/14)	Public Service Delivery and Citizen Engagement Readings: available at Canvas	
13 (11/21)	Behavioral Public Administration Readings: available at Canvas	
14 (11/28)	Presentation	
15 (12/5)	Presentation	Research Paper due Dec. 12

Student with Disabilities

Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act Amendments Act (ADA) covers issues relating to disability and accommodations. Students with disabilities that could affect their ability to participate in the course or perform well on graded assignments should see me early in the semester. I am receptive to these situations and will try to make any reasonable accommodations. If a student has questions or needs an accommodation in the classroom (all medical information is treated confidentially), please contact:

Services for Students with Disabilities,
Division of Student Affairs,
(916)-278-6955, sswd@csus.edu.

Academic Honesty

Students should familiarize themselves with the University Honor Code and Academic Honesty Policy, particularly as it relates to plagiarism and related concerns. The Student Code of Conduct defines academic misconduct, non-academic misconduct and the consequences or penalties for each. The Student Code of Conduct is available at <https://www.csus.edu/student-affairs/student-conduct/academic-dishonesty.html>. Academic dishonesty can result in a grade of F for the course.

Absence and Late Assignments

The PPA240A is heavily oriented towards group discussion and exercises. Any unexcused absences will affect your *attendance, participation, and in-class group exercise* portion of the total grade. Excused absences will be allowed if the student obtains prior approval for missing a class and only in certain circumstances including medical or family emergencies, religious observance, and unavoidable conflict due to official university obligations. If possible, please notify me in advance regarding such unavoidable absences. Also, please notify me if you have to be late or leave early. Missing more than three classes without excuses will result in a grade of F for the course.

I will not accept late assignments unless you experience a highly unusual circumstance. At my discretion, students who missed the deadline may be given a make-up assignment.

Electronic Devices

Laptop use should pertain to class exercises and assignments only. Please refrain from the use of cell phones, laptops, or any other electronic devices to check emails, send messages, or browse non-course relevant information. I expect a high level of courtesy and professionalism in the classroom.

Emails and Academic Support

I am always willing to meet any student who is concerned about class assignments or group exercises throughout the course. If you experience some difficulties in this course for any reason, please do not hesitate to consult me. Questions about the course or other assignments can be directed to me via email. I try my best to reply to your email within 24 to 48 hours.