

## Public Policy and Administration

### Syllabus PPA 240A\* Public Management and Administration

**Draft syllabus as of July 15, 2013**

*\*This is a living syllabus. Things will be added and changed as we progress.*

Fall 2013

Thursdays 6:00 pm - 8:50 pm ARC 1007

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#### Introduction and course objectives

"Public management" covers many concepts – management of public systems, understanding of democratic institutions, and the tools needed to be effective in these complex systems. The 240A and 240B courses are about understanding and improving the functioning of public organizations. Although the focus is on public sector organizations, we will also discuss not-for-profit and private organizations; most organizations have similar problems although their underlying rationale for existence is quite different.

In this first course we will cover issues that fall "inside" organizational boundaries -- structure, people and culture. In the spring we will use that groundwork to cover strategy, planning, and contextual factors. In order to build the necessary foundation for sophisticated analysis, this semester has a more intensive reading load. However, both semesters include applied work as well.

The following are the specific learning objectives for this course. The first two are essentially knowledge based and the remaining four are skills.

- Understand the critical role of effective leadership in the public sector
- Understand the significance of diversity in effective public governance in California

- Analyze and evaluate alternatives and offer solutions
- Draw upon multiple disciplines to understand and address policy and administrative problems
- Effectively review a literature to help address a problem
- Work effectively in groups

#### Format of Course

The 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 are as indicated on the cover sheet but, as always, I will be happy to meet with students at mutually agreeable times. Please contact me by email if you want to set up time to meet. I will also hold occasional coffee shop office hours downtown on Fridays. These have proved quite popular in the past.

### 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. Excessive absence will be reflected in your grade. If you must miss class when an assignment is due, you may drop it off at my office or 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. You may do this by phoning me or requesting a confirming email from me. I am most likely to receive it in Microsoft Word Format.

Paper 1 Form follows function	20%
Paper 2 Culture	20%
Paper 3 Lit Review	20%
Group Skills Portfolio and Reflection	10%
Group Project	25%
Class participation	5%
<u>(Attendance and active participation in conversations contribute to this grade.)</u>	
Total	100%

#### Paper 1

Identify a public or non-profit organization. The purpose of the paper is to gain practice at getting a handle on the core function(s) of an organization. You will describe the purpose (including the mission), goals, and structure of the organization. Include a discussion of the extent to which the diversity of the clients or the purpose affects the organization. Then determine whether the "form follows the function". Is the structure a good match? Why or why not? 6-8 pages

#### Paper 2:

Ideally you will use the same organization for this paper as you did for paper 1. In this paper you will use the characteristics you have already discussed to make some educated guesses about what the organization's culture might be like. After your predictions have been made then visit the website, review materials, look for reports or articles, and, if possible, visit the organization in person to see what you can learn. You will report on both what you predicted and what you found. We will discuss how to do this in class. 5-7 pages

#### Paper3

For this literature review you will choose a topic, related to organizations of course, that interests you. The review will describe what is known about the topic, what researchers are exploring, and how the ideas are being used in organizations currently. This will necessitate reviewing older research which the Rainey and text will get you started on, and then searching for more current literature. The paper should conclude with thoughts about what we know, what seems to be missing from our understanding, and what might be possible research or thesis topics.

You should be reading over the course of the semester as you will be expected to be conversant in the topic. We will do spot checks on what we are learning in class. Be prepared to discuss your topic and what you are finding as the semester goes along.

A well done literature review involves reading many articles that don't wind up in the review so anticipate spending a large amount of time reading. We will discuss this paper in class as the semester progresses. 12-15 pages.

#### Group Skills Portfolio and Reflection

Over the course of the semester we will do several activities related to group work and individual styles. Please keep these. At the end of the semester you will review the portfolio and write a 3-5 page reflection about your own style and your reflections on what you have learned working with groups.

#### Group project

For the past two years we have had the opportunity to work with Yolo County in the 240 series. We will once again do some sort of group project with and for them. The results are delivered to them and used in the County as they work to improve their performance. Details of the project will come early in the semester.

#### Important note regarding papers:

Students are expected to participate, and 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.

All papers are to be typed, double spaced, paginated, and fall within the page limits specified. Please put a cover page on each assignment containing your name, your email, and the assignment title. 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. In the case study your use of theory may be more transparent to the reader but evidence of a theoretical framework must still exist. We will discuss this further.

**PPA 240A**  
**Required Readings and Texts**

The books are available in the bookstore or may be purchased through Amazon or another on line provider (many students use [www.half.com](http://www.half.com).)

Please keep *Reframing Organizations*, *Bureaucracy*, and *Understanding and Managing Organizations* as they will serve as the core texts for 240B as well.

Additional readings are embedded in the syllabus or available on Sacct. Access to these may require a University library connection, either from campus or through your home computer that has been set up for remote access to campus. Please bring the appropriate readings to class (including the hard copies of electronic material) as we will often use them in exercises

Required texts:

Bolman, Lee G. and Terrance E. Deal. 2008. *Reframing Organizations: Artistry, Choice, and Leadership*, 4<sup>th</sup> Edition. Jossey-Bass, San Francisco, CA.

Caro, Robert. 1975 . *The Power Broker: Robert Moses and the Fall of New York*. Vintage Books.

Galvin, Jose. *Writing Literature Reviews: A Guide for Students of Social and Behavioral Sciences*. Pycszak Publishing. (2009 edition please, much cheaper than the 2012 version.)

Rainey, Hal 2009. *Understanding & Managing Public Organizations* 4<sup>rd</sup> Edition. Jossey-Bass. San Francisco, CA. (You should have this from PPA 200)

Wilson, James Q. 1991. *Bureaucracy: What Government Agencies Do and Why They D It*. Basic Books Classics.

**PPA 240A Readings Fall 2013**

As of July 15, 2013, subsequent changes will be posted to sacct

	<b>Date</b>	<b>Topics and Assigned Readings</b>	<b>Assignments</b>
1	Sept 5	<b>Why study organizations?</b> Rainey Chapter 1 and review Chapter 3, Wilson Chapters 1, 2	
2	Sept 12	<b>Introduction to working in and with groups</b> Bolman and Deal Chap 8 *Facilitator's Guide to Participatory Decision Making	
3	Sept 19	<b>The history of understanding organizations</b> (Except for Caro, please read in the order given below) Rainey Chapter 2 Bolman and Deal Chapter 1, 2 <b>Mission and Purpose</b> Rainey pp 145-153 Wilson Chapter 3 Caro Part I, II and III (through Chapter 10)	
4	Sept 26	<b>Literature Reviews</b> Galvin, Chapters 1-7	Select two theses (from past PPA theses) and come prepared to summarize what the literature tells us about that topic.
5	Oct 3	<b>Organization structure</b> Rainey Chapters 8 Bolman and Deal Part 2 (Chapters 3-5) Wilson, Chapter 7	
6	Oct 10	<b>Organization structure</b> continued	
7	Oct 17	<b>Human Resource issues in the 21<sup>st</sup> century organization</b> Rainey Chapter 9, 10 Wilson Chapters 3-5 and 8-9	Paper 1 due
8	Oct 24	<b>Human Resource issues in the 21<sup>st</sup> century organization</b> Bolman and Deal Part 3 (Chapters 6 and 7 only)	
9	Oct 31	<b>Working with Groups Effectively</b>  * Mutz, Diana. 2002. The Consequences of Cross-Cutting Networks for Political Participation. <i>American Journal of Political Science</i> , Vol. 46, No. 4 (Oct., 2002), pp. 838-855	
10	Nov 7	<b>Organization Culture</b> Bolman and Deal Part 5 (Chapters 12-14) Rainey Chapter 333-346 (chapter 11 section of culture)	

		Wilson Chapter 6	
11	Nov 14	<b>Culture continued</b>	
12	Nov 21	Yolo Projects	Paper 2 due
	Nov 28	Happy Thanksgiving!	
13	Dec 5		Group reflection due
14	Dec 12	<b>Team Briefings about organizations</b>	
15	Dec 19		Literature review due