

**Public Policy and Administration
PPA 240B**

Draft syllabus as of January 2, 2014

Changes will be posted on SacCT. This is a living syllabus, subject to change

Spring 2014
Tuesday 6-9 pm
ARC 1007

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and by appointment

Introduction and course objectives

In PPA 240A you learned about structure, personnel and culture within organizations. In the next course we will tackle the political and power dimensions, leadership, and put all the pieces together into a comprehensive view of organizations focusing on understanding performance, managing change and developing and implementing strategy. At this point in your studies the policy and political dimensions of what you have been learning come to bear in the development and implementation of policies in organizational settings.

This course is designed as an applications course, encouraging students to apply what they have been learning in their graduate studies. Because organizations are rarely tidy, we will conduct our applications in as realistic a model as possible, in other words, our work will not always be "tidy". We will continue to work with Yolo County to help address their needs. They provide a terrific opportunity to approximate what you will encounter in the thesis stage and the real world. Minimal direction and lack of complete clarity about ultimate goals are often the hallmark of organization work. While you worked *for* them in the fall you will work *with* them in the spring.

Specific course objectives for 240B are as follows (with related assignments in parentheses):

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

More than in other courses, the vast majority of the objectives in 240B reflect application skills. At this point in the program you have acquired a majority of the content and will be focused on using the knowledge and skills in exercises and practical settings.

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 will be on Tuesdays on campus and on Friday morning downtown at Insight Coffee Roasters on 8th and S streets. However, as always, I will be happy to meet with students at mutually agreeable times and will have considerably more flexibility earlier in the days (both in terms of time and location). Please contact me by email if you want to set up time to meet.

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. 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. I am most likely to receive it in Microsoft Word Format.

Literature Review summary	5%
Performance paper	20%
Leadership paper	20%
Organizational Assessment Rubric	15%
Participation and eval paper	10%
<u>Yolo group project</u>	<u>30%</u>
Total	100%

Literature Review Summary

Last fall you completed a literature review on an organization topic of your choice. I am interested in systematically sharing that information with current students and alums. To that end, please develop a summary that includes the topic you reviewed, what we "know" about the topic including a definition and explanation of the importance to organizations, the basic methods used to conduct the research on the topic (including the validity of those measures), what is generally agreed upon information, key outstanding questions (what don't we know?) and whether there are any major disagreements about the topic. Include full in-text citations and a reference list (not part of the page limit). Use the following headers to structure your summary:

- Topic and importance to organizations
- What we know (and how)
- Disputes and outstanding questions

Three typed pages maximum. After these are graded, and you make whatever changes appropriate, these will be posted on SacCT for the class to review and use and we may do a class session using them. We will use a peer review process for editing drafts. Drafts to be due to your

peer editor January 28, comments back by the following week and the final version to me Feb 11. Please bring a hard copy of the draft summary to class the first night.

Performance:

Identify a public organization with performance measures in place (publicly available). Briefly describe the core mission and purpose of the organization and any goals they may have articulated. Then, analyze the adequacy of the performance measures given the purpose of the organization and the state goals. If the plan and measurements seem to be useful, specifically explain why. If they are lacking in some area, explain why (a disconnect with mission, insufficient information, not useful for understanding what is happening in the organization, etc.. You might also distinguish whether the plans and performance measures in place seem useful or seem to be more for PR reasons and whether they are internally or externally oriented. Finally, if there are improvement steps you can suggest, please do so. 6-8 pages. Due Feb 18 5 pm.

Leadership

For this 6-8 page paper you will describe the fit between a specific organization and its leader. You may use either a public or non-profit organization to complete this paper. You will first discuss the organizations purpose and current needs from a leader. To do this you will need to identify the context the organization faces and any goals it is working on achieving. After you have completed this you will identify the strengths of the leader you are reviewing. Finally, you will discuss the fit between the two. We will discuss this further in class. Due April 1 5pm.

Organization Assessment Rubric:

Many consulting firms make a healthy living working with individuals and teams to improve organizational functioning. Many of these firms have a template of sorts that allows their junior people to make quick assessments of organizations. In this paper you will develop a template for assessing major components of any organization. I am particularly interested in the breadth of your coverage and the sophistication of your questions. This is a set of questions to yourself, what types of information do you want to know and what sources will be useful. What do you need to remember to think about? The paper may be structured in whatever way you find most useful (a narrative with questions, a template with discussion, etc) but needs to be comprehensive. That means including major categories of information from all learning to date including 240A and other relevant classes. No more than 5 very well written pages (or it will be too cumbersome. Due May 20, 5 pm

Group project

We will continue our work in groups with Yolo County to follow up on their desire for specific interventions. More instructions will come very early in the term but anticipate both a paper and a presentation for this final group effort. Depending on the level of complexity and work we may also juggle some other assignments.

Papers:

As always, students are expected to 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. If you have a history of benefiting from the Writing Center, I presume you will use their resources without being prompted to do so.

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.

Other important issues

Should you need assistance with portions of class due to disabilities, please let me know as soon as possible. Finally, although I do not expect any issues, please familiarize yourself with the [University's policies on academic dishonesty and plagiarism](#). I reserve the right to fail you for an assignment or contact student affairs for disciplinary action if warranted.

Required Readings and Texts

Most of these text are from last term so you should already have them. A small number will be available at the bookstore. Students who have an older version of the Rainey book can use that.

Please bring the appropriate readings to class (including electronic material) we will often use them in exercises.

Required texts:

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

Gonzales, Laurence. 2003. *Deep Survival: Who Lives, Who Dies, and Why*. W.W. Norton & Company: New York.

Rainey, Hal 2009. *Understanding & Managing Public Organizations* 4th Edition. Jossey-Bass, San Francisco, CA.

Senge, Peter. 2006. *The Fifth Discipline: The Art & Practice of The Learning Organization*. Crown Business Publishing.

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

PPA 240B
Spring 2014
WORKING DRAFT January 5, 2014

	Date	Topics and Assigned Readings	Assignments
1	Jan 28	External context of organizations Rainey, Chapter 4	Lit review summary due to peer editor. Come in with a "toolkit" about organizations. What are the important ideas about organizations?
2	Feb 4	Performance measurement and management Rainey Chapter 14 Executive Summary only (through page 12) in " Performance Accountability: The Five Building Blocks and Six Essential Practices ," by Shelley Metzenbaum, 2006 " The Seven Big Errors of Performance Stat ," by Robert Behn, February 2008. " Performance Management in California State Government 2010 ," by the Performance Management Council, September 2010. Skip the case studies at the end. Familiarize yourself with the following website: http://bestpractices.library.ca.gov/Performance%20Measurement%20Best%20Practices.ashx	Peer editing of literature review due back to partner.
3	Feb 11	Performance continued Likely guest: Pat Blacklock regarding spring group projects	Lit review summary due to me.
4	Feb 18	The Political Frame Bolman and Deal Chapters 9-11 Rainey Chapter 5	Performance paper due
5	Feb 25	Assessing organizations: WIGO? Bolman and Deal Chapters 15-17 and 20 Deep Survival, all (you may begin reading this immediately) Possible guest: Susan Sherry, Executive Director Center for Collaborative Policy	Bring the toolkit we did the first night of class.
6	March 4	Designing Strategy (formerly known as strategic planning)	Bring in a strategic plan from an organization you have worked with (preferable) or

		Review the following documents: Campus Strategic Plan , Campus SWOT Analysis	are interested in.
7	March 11	Change in Organizations Wilson Chapters 17-20 Rainey Chapter 13 Bolman and Deal Chapters 18-19	
8	March 18	Leadership Rainey Chapter 11 pages 314-444 Wilson Chapter 10-12 http://leadershipfreak.wordpress.com/2013/12/28/the-three-power-people-you-need-on-your-team/	
	March 25	Spring Break no class	
9	April 1	Organization Development tools Senge all	Leadership paper due (I'm happy to get it over break... hint hint)
10	April 8	Power	
11	April 15	Place holder for group project work	
12	April 22	Engaging citizens, what role for public managers? To be determined	
13	April 29		All group papers
14	May 6	Presentation dry runs	
15	May 13	Group presentations	
16	May 20		Final paper due