

**Department of Public Administration
Maxwell School of Citizenship and Public Affairs
Syracuse University
Fall 2011**

**PPA 764
UN Organizations - Managing for Change
Wednesday 12:45-3:35pm
Eggers 010**

Instructor: Catherine Bertini, Professor of Public Administration

E-mail: cbertini@maxwell.syr.edu

Office phone: (315) 443-1341

Office number: 351 Eggers Hall, Syracuse University

Office hours: Tuesday 9:30-11:30am

Or by appointment, arranged by email

Course description:

The class will analyze processes for change in United Nations organizations. We will begin with a brief summary of the types of UN organizations, including their purposes, funding systems, and governance structures. The course will focus on the process of change within voluntarily funded UN organizations and in organizations funded by assessed contributions. Topics will include: governance, organizational reform, and political reform. The course will also compare how the funding systems and governance structures impact organizational effectiveness and the development of internal systems. Students will learn that in order to impact organizational change within a UN organization, it is critical to understand the structure, governance, funding, culture, and representational issues of the organization, as the basis for creating a strategy to change. These concepts are generally applicable to large organizations.

Course materials:

There are three texts required to read for this course and additional class readings available on the web as indicated on the syllabus for each session. Additional readings may be distributed in class and via email. Students are also expected to follow international news reports especially about the United Nations and the World Food Program. All books are available at Follet's Orange Bookstore.

Basic Facts about the United Nations, United Nations, 2011— to be read by Class #2.*

The Parliament of Man: The Past, Present, and Future of the United Nations, P. Kennedy, Random House, 2007—to be read by Class #3.

Bread and Stones: Leadership and the Struggle to Reform the United Nations World Food Programme, J. Ingram, BookSurge LLC, 2006—to be read by Class #8.

One-Day Trip to the UN Headquarters:

There will be a mandatory class trip to the United Nations in New York City. Bus transportation will be provided for travel from Syracuse and back in one day. The trip will be on a Friday, October 21. Students who enroll in this course must be able to participate in this trip.

*Note: This title change is actually the newest version of UN Today. It can be purchased at Follet's Bookstore beginning Friday, September 2nd.

There is a mandatory course fee of \$100 to cover expenses including bus travel related to the UN trip. This course fee will be charged to each student's account (by the PA Department via the Bursar) upon enrollment in the course.

There will not be a class on **November 2**, to be replaced by the trip to NYC.

Course Requirements:

Students will be asked to read course materials, participate actively in class, write two memos (single-spaced two/three pages), and sit for the final written exam. Grading will be as follows:

Grading:

Class Attendance and Participation:	20%
Memo # 1 and Memo # 2 (20% each)	40%
Final Exam:	<u>40 %</u>
Final Grade:	100%

Class Attendance and Participation:

This class is heavily participatory. There will be lectures by the instructor, but much learning occurs through active engagement rather than through passive listening. For this reason, your presence and active participation will be expected at all sessions. Class attendance and participation will be a component of your final grade. Your participation shall reflect your careful reading and consideration of each week's materials on the syllabus. Participation is active involvement in discussion, but also careful listening, consideration, and respect for the opinions of members of the class. Missing more than one class session or the UN trip will affect your participation grade.

Writing:

Writing clearly and succinctly is an important skill for those who progress in careers in international organizations. It will also be a key component of the course work for this class. Each student will be asked to write two brief memos (maximum 3 pages) after each of the two sections of the course. There will be a total of two memos. This will be based on assigned readings and lectures and will require limited writing. It is scheduled for Monday December 12.

Accommodation Policy and Academic Honesty:

Any student in this course who has a disability that may prevent him or her from fully demonstrating his or her abilities should contact their instructor personally as soon as possible to discuss accommodations necessary to ensure full participation and facilitate your educational opportunities.

According to University policy:

“If you believe that you need accommodations for a disability, please contact the Office of Disability Services(ODS), <http://disabilityservices.syr.edu>, located in Room 309 of 804 University Avenue, or call (315) 443-4498 for an appointment to discuss your needs and the process for requesting accommodations. ODS is responsible for coordinating disability-related accommodations and will issue students with documented disabilities Accommodation Authorization Letters, as appropriate. Since accommodations may require early planning and generally are not provided retroactively, please contact ODS as soon as possible.”

The Syracuse University Academic Integrity Policy holds students accountable for the integrity of the work they submit. Students should be familiar with the Policy and know that it is their responsibility to learn about instructor and general academic expectations with regard to proper citation of sources in written work. The policy also governs the integrity of work submitted in exams and assignments as well

as the veracity of signatures on attendance sheets and other verifications of participation in class activities. Serious sanctions can result from academic dishonesty of any sort. For more information and the complete policy, see <http://academicintegrity.syr.edu/academic-integrity-policy/>.

We expect students to abide by Syracuse University's academic rules and regulations. These require students to "exhibit honesty in all academic endeavors. Cheating in any form is not tolerated, nor is assisting another person to cheat. The submission of any work by a student is taken as a guarantee that the thoughts and expressions in it are the student's own except when properly credited to another. Violations of this principle include giving or receiving aid in an exam or where otherwise prohibited, fraud, plagiarism, or any other deceptive act in connection with academic work. Plagiarism is the representation of another's words, ideas, programs, formulae, opinions, or other products of work as one's own, either overtly or by failing to attribute them to their true source" (*Syracuse University Bulletin* 2003-2004: p. 2).

University policy gives faculty discretion over penalties. However, the University's stated policy is as follows:

"The presumptive sanction for any act of academic dishonesty is the XF grade penalty, accompanied by the transcript notation: "Violation of the Academic Integrity Policy."

"The presumptive penalty for any act of academic dishonesty by a **graduate student** is suspension or expulsion from the university."

We take this extremely seriously. It is **your** responsibility as a student to understand what plagiarism is and how correctly to reference documents and attribute other peoples' arguments that you are citing. If you have any questions about what constitutes plagiarism, see the definition and examples at Syracuse University's website: <http://academicintegrity.syr.edu>. If you have questions about how to make references in papers, consult any of the standard references on writing. It is also **your** responsibility to understand academic dishonesty. These academic rules apply to **all** assignments.

Religious Holiday Observance Policy:

SU's religious observances policy, found at http://supolicies.syr.edu/emp_ben/religious_observance.htm, recognizes the diversity of faiths represented among the campus community and protects the rights of students, faculty, and staff to observe religious holy days according to their tradition. Under the policy, students are provided an opportunity to make up any examination, study, or work requirements that may be missed due to a religious observance provided they notify their instructors before the end of the second week of classes. For fall and spring semesters, an online notification process is available through MySlice/Student Services/Enrollment/My Religious Observances from the first day of class until the end of the second week of class.

Disability Statement:

If you believe that you need accommodations for a disability, please contact the Office of Disability Services (ODS), <http://disabilityservices.syr.edu>, located in Room 309 of 804 University Avenue, or call (315) 443-4498 for an appointment to discuss your needs and the process for requesting accommodations. ODS is responsible for coordinating disability-related accommodations and will issue students with documented disabilities Accommodation Authorization Letters, as appropriate. Since accommodations may require early planning and generally are not provided retroactively, please

contact ODS as soon as possible.

Course Outline

The two main organizations to be highlighted are the World Food Programme (WFP) and the UN Secretariat. Classes will also discuss the Security Council, United Nations Children's Fund (UNICEF), and Food and Agriculture Organization (FAO). During the semester, we will cover three sections:

I. UN

II. WFP

III. UNICEF and FAO

Readings are posted according to the class session during which they will be discussed. Please read these materials prior to attending class on the day that they are scheduled so that the sessions may be productive. Class structure will be as follows:

Class 1 and 2: Overview of the United Nations

Class 1: August 31

Introduction to the class and review of syllabus

Class 2: September 7

Readings:

1. Basic Facts about the United Nations, United Nations, 2011
2. Charter of the United Nations. Available at <http://www.un.org/aboutun/charter/index.html>
3. Universal Declaration of Human Rights. Available at <http://www.un.org/Overview/rights.html>
4. The Millennium Development Goals. Available at <http://www.un.org/millenniumgoals/>
5. UN World Food Programme website. Available at <http://www.wfp.org/> (Skim)

I. Classes 3 through 6: UN

Class 3: September 14

Readings:

1. The Parliament of Man: The Past, Present, and Future of the United Nations, P. Kennedy, Random House, 2007.

Class 4: September 21 (UN Policy Directives)

Readings:

1. Secretary-General Boutros Boutros-Ghali, *An Agenda for Peace*, 1992
<http://www.un.org/Docs/SG/agpeace.html>

2. Secretary-General Kofi Annan, In Larger Freedom
<http://www.un.org/largerfreedom/contents.htm>
3. Secretary-General Ban Ki-Moon, My Priorities as Secretary-General: A Stronger United Nations for a Better World
<http://www.un.org/sg/priority.shtml>
4. Secretary-General Ban Ki-Moon, Address To General Assembly, A Stronger United Nations for a Better World.
http://www.un.org/apps/news/infocus/sgspeeches/search_full.asp?statID=122
5. Report of the Secretary-General's High-level Panel on Threats, Challenges and Change, *A More Secure World: Our Shared Responsibility* (New York: United Nations, 2004), Part 3: Collective Security and the Use of Force, pp. 61-74
http://iis-db.stanford.edu/pubs/20806/A_More_Secure_World_.pdf
6. Delivering as One, Report of the Secretary General's High Level Panel, 2006
<http://www.un.org/events/panel/resources/pdfs/HLP-SWC-FinalReport.pdf>
7. Secretary-General Ban Ki-Moon, Remarks at the adoption by General Assembly of system wide coherence.
http://www.un.org/apps/news/infocus/sgspeeches/search_full.asp?statID=883

Class 5: September 28 (Security Council Reform)

Readings:

1. Thomas G. Weiss *The Illusion Of UN Security Council Reform*
http://www.twq.com/03autumn/docs/03autumn_weiss.pdf
2. "Germany Joins 'Vehement Supporters of Reform' on Security Council." Spiegel Online. October 13, 2010.
<http://www.spiegel.de/international/germany/0,1518,722888,00.html>
3. "Countering China, Obama Backs India for U.N. Council." The New York Times. November 8, 2010.
<http://www.nytimes.com/2010/11/09/world/asia/09prexy.html>
4. "Brazil hopes Barack Obama will help on U.N. Security Council seat" http://www.upi.com/Top_News/Special/2011/03/17/Brazil-hopes-Obama-will-help-on-UN-Security-Council-seat/UPI-76611300397608/ . March 17 2011
5. "Japan's Position on the United Nations Security Council for the 21st Century." Ministry of Foreign Affairs of Japan. March 2011.
http://www.mofa.go.jp/policy/un/reform/pdfs/pamph1103_english.pdf
6. "Without Security Council reform, UN will lose credibility—General Assembly Chief." UN

News Centre. May 16, 2011.

<http://www.un.org/apps/news/story.asp?NewsID=38390>

Class 6: October 5 (UN Secretariat Organizational Reform)

Readings:

1. Reform at the UN: “Renewing the United Nations: A Programme for Reform” - Secretary General’s Report - 14 July 1997 (A/51/950).
<http://www.reformwatch.net/fitxers/4.doc>
2. Secretary General’s Reform Documents -- 2002: An Agenda for Further Change
<http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN005675.pdf>
3. Catherine Bertini’s Testimony to Congress, May 2005
http://faculty.maxwell.syr.edu/cbertini/Speeches/Bertini_Prepared_Statement_House_2003_UN_Reform.pdf
4. Secretary-General Ban Ki-Moon, “Remarks to the Fifth Committee of the General Assembly on the Proposed Programme Budget for the Biennium 2008-2009,” October 2007.
http://www.un.org/apps/news/infocus/sgspeeches/search_full.asp?statID=137
5. Secretary-General’s remarks to the General Assembly Thematic Debate “Toward a Common Understanding of Management Reform,” April 8, 2008.
<http://www.un.org/apps/sg/sgstats.asp?nid=3086>
6. Report of the Secretary-General on the work of the Organization, General Assembly, Sixty-fourth Session, Supplement 1: August 4, 2009
http://reliefweb.int/sites/reliefweb.int/files/resources/239F4F4C97DB3AF98525763A006DE706-Full_Report.pdf
7. UN Secretary-General Ban Ki-Moon’s remarks to the Fifth Committee “Secretary-General Spells Out Priorities for 2010-2011 Biennium in Remarks to Administrative and Budgetary Committee’: New York, December 7th, 2009
<http://www.un.org/News/Press/docs//2009/sgsm12658.doc.htm>
8. UN Secretary-General Ban Ki-Moon’s remarks at signing ceremony for compacts with senior managers compacts.
http://www.un.org/apps/news/infocus/sgspeeches/search_full.asp?statID=727

II. Classes 7 through 10: WFP and UN Trip

Class 7: October 12

Guest speaker

This class will be via video conference

Readings TBA.

Class 8: October 19

Due: Memo #1 (2-3 pages): UN Secretariat

Readings:

1. Bread and Stones: Leadership and the Struggle to Reform the United Nations World Food Programme, J. Ingram, BookSurge LLC, 2006.

Class 9: October 21

One-Day Trip to UN Headquarters in New York City

Readings:

1. Secretary-General Ban Ki-Moon, Remarks at groundbreaking ceremony for the Capital Master Plan for the renovation of the UN Headquarters complex.
http://www.un.org/apps/news/infocus/sgspeeches/search_full.asp?statID=230
2. *Kofi Annan: Center of the Storm*, a film by David Grubin, www.pbs.org (90 minutes running time). This will be screened on the bus ride down to the UN. Those not traveling on the bus are required to watch the film before the trip.

Class 10: October 26

Readings:

1. Executive Board, First Regular Session, Rome, 11–14 February 2002
Organizational and Procedural Matters
Wfp/Eb.1/2002/9, 29 January 2002
A Decade of Change: Renewal and Transformation of the World Food Programme, 1992–2002
(*This document can be found on Blackboard under “Documents”*)

November 2: No class (Replaced by UN Trip)

Class 11: November 9

Student updates on the trip

Readings:

1. Preliminary Analysis of WFP’s Comparative Advantage, Strengths and Weaknesses: Informal Consultation, World Food Programme, Rome, Italy, 17 December 2007
(*This document can be found on Blackboard under “Documents”*)
2. Review of the Management and Administration in the World Food Programme (WFP), prepared by Yishan Zhang and Nikolay Chulkov, United Nations: Joint Inspection Unit, Geneva 2009
(*This document can be found on Blackboard under “Documents”*)

III: Classes 12 through 14: UNICEF, FAO, and Funding

Class 12: November 16

Due: Memo #2 (2-3 pages): WFP

Readings:

1. UNICEF Annual Report (skim)
http://www.unicef.org/publications/files/UNICEF_Annual_Report_2009_EN_061510.pdf
2. Remarks of Anthony Lake, UNICEF Executive Director to the 2011 First Regular Session of UNICEF's Executive Board
http://www.unicef.org/media/media_57636.html

November 23: No class (Thanksgiving break)

Class 13: November 30

Readings:

1. FAO Management Review
<ftp://ftp.fao.org/docrep/fao/meeting/012/k0827e02.pdf>
Required: "Executive Summary"
Optional (helpful): the full report

Class 14: December 7

Readings:

1. 2005 Human Development Report, produced by UNDP, Chapter 3: "Aid for the 21st Century" http://hdr.undp.org/en/media/HDR05_chapter_3.pdf
2. "Development Aid Reaches an Historic High in 2010." OECD.
http://www.oecd.org/document/35/0,3746,en_2649_34447_47515235_1_1_1_1,00.html
3. 2010 Global Humanitarian Assistance Report – Summary
<http://www.globalhumanitarianassistance.org/report/gha-report-2010>

Deliverables

1. **Memo #1 (2-3 pages): UN Secretariat or Governance. Due Date: October 19**
Each student should choose a project/department/function of the UN Secretariat, write a brief description of the mission of that function, area(s) that could be improved, and recommendations for how to improve it. The function should be structural or corporate in nature and should make one or more recommendations about how change can improve the operations. Alternatively, students may choose to make a reform proposal regarding a governance function of the UN. Please write in memo form, addressed to the Secretary General, with a clear listing or explanation of the reform(s) being proposed. Your memo should be single-spaced and two/three pages in length.

2. Memo #2 (2-3 pages): WFP. Due Date: November 16

Each student should choose a project/department function of WFP, write a brief description of the mission of that function, area(s) that could be improved, and recommendations for how to improve it. The function should be structural or corporate in nature (i.e. not how to improve a specific refugee camp operation).

3. Final Exam: December 12. Location TBA.

The exam will be closed-book and comprehensive, covering material from the three sections of the course. The format will be short-answer questions. The exam will be worth 100 points.