PPA709

Public Management and Organizations

Syllabus – Fall semester 2009

Instructor: Ines Mergel, D.B.A.
Assistant Professor of Public Administration
Maxwell School of Citizenship and Public Affairs
Department of Public Administration

Meeting time and place: Mondays, 2:15 - 5:00 PM, Location: Maxwell 108
Course #: 17115
Credit: 3 units
Contact: The best way to reach me is by email: iamergel@maxwell.syr.edu.
Phone: 315-443-5100
Office hours: Mondays, 1:00 – 2:00 p.m.
Thursdays: 11:00 a.m. – 12.30 p.m.
Office: 400H Eggers Hall
1. **Goal of the Course and Learning Objectives:**

This course introduces students to the study of organizations and public management. We will focus on the impact of organizations on individuals who work in the public sector by stressing the significance of key management competencies. Specifically, we will discuss topics such as human motivation, networked governance, conflicts, and decision making. There are two main objectives of this course. First, students will learn various theories and concepts to develop their capacities for understanding organizational phenomena. They will apply these frameworks to “real world” problems through simulations and case analyses. Second, students will apply their decision skills and formulate them in short memos and briefings by diagnosing problems and prescribing concrete solutions.

The *primary objective* of this course is for you to arrive at informed responses to each of the discussed topics in public management. This will be done through discussions of the assigned readings and real-life situations described in the weekly cases. The *secondary objective* is to help you work on your memo writing and presentation skills.

2. **Course requirements:** The final grade will consist of the following different elements:

   **5% weekly participation in class:** Students are expected to actively prepare all readings for class. Your active participation also includes reading the news and staying on top of the developments related to our class topics. Bring news, links, blog postings to each class so that we can discuss them.

   **15% team case analysis:** Each student will be randomly assigned to a study group to prepare one of the case analyses. The group will have to prepare the case, orchestrate the case discussion in class and prepare a meaningful class exercise on the assigned course topic. Your group response should be in the format of a *1-page decision memo* (single spaced, 12 point font, 1 inch margins). Your memo should be concise and detailed. You are not to reiterate what is in the case. The examples and recommendations you offer must be specific. It is more important to fully develop your recommendation than to present a bulleted list of options. Use the case study analysis tool kit handed out in class to prepare the case discussions. Come prepared to present answers to the study questions in class.

   **30% memos:** You will have to prepare three 1-page memos (single spaced, 12 point font, 1 inch margins). All written assignments must be submitted electronically to Blackboard and a paper copy is due at the beginning of the class on the due date.

   1. First (re-written) decision memo is due on September 14th (5%).
   2. The second memo is due October 12th (10%).
   3. The third management memo is due on November 23th (15%)

   **20% student briefings** in the last two class meetings. Every student picks a topic he/she is interested in and prepares a 2-3 minute elevator speech. A second student has to serve as the leader who has requested the information. Both students will be evaluated for their presentation and listening skills by their peers. Instructions will be discussed in class.

   **30% final exam:** The final exam consists of a 2-page written decision memo (single spaced, 12 point font, 1 inch margins) due on December 18th, 2009; at noon uploaded to Blackboard and a paper copy has to be delivered to my mailbox (400 Eggers Hall).

PPA 709 PO&M 2/10 Ines Mergel (2009)
3. Grading scheme (see MPA handbook)

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage Range</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>93% - 100%</td>
<td>Superior range</td>
</tr>
<tr>
<td>A-</td>
<td>90% - 92%</td>
<td></td>
</tr>
<tr>
<td>B+</td>
<td>87% - 89%</td>
<td>Good range</td>
</tr>
<tr>
<td>B</td>
<td>82% - 86%</td>
<td></td>
</tr>
<tr>
<td>B-</td>
<td>80% - 81%</td>
<td>Below expectations</td>
</tr>
<tr>
<td>C+</td>
<td>76% - 79%</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>75% - 70%</td>
<td></td>
</tr>
<tr>
<td>C-</td>
<td>65% - 69%</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>0%</td>
<td>failure</td>
</tr>
<tr>
<td>I</td>
<td>0%</td>
<td>incomplete</td>
</tr>
</tbody>
</table>

4. Late assignment policy

Deadlines for assignment submissions are non-negotiable and missed work will immediately be graded with an F.

5. Missing classes – participation – general courtesy in the classroom

Treat our class meetings as if they were professional appointments. You would never show up late or not at all to a business meeting. Email me in case you will have a severe conflict or a family emergency.

6. Academic freedom policy

This is a **discussion-based course**: Please respect the right of your peers to express their views on topics relevant to the course as others respect that right as well. There are no right or wrong answers. If you feel the need to discuss topics beyond the scope of the class, please talk directly to me and I will try to accommodate your needs after class or incorporate additional material in following lectures. I have a strict **“screen down” policy** in the classroom: no laptops or cell phones allowed in class.

7. Plagiarism

Plagiarism, i.e., the presentation as one's own work the words, ideas, and opinions of someone else, is a serious concern in any academic setting. This University, like all academic institutions in the United States, assumes that the written work of a student is literally the student's own, and that any original idea or research contributions taken from the published works of others will be properly acknowledged. When any material is taken directly from a published source, it must be appropriately cited. If a statement is used verbatim, it must be enclosed in quotation marks, as well as otherwise acknowledged. Syracuse University, through its various colleges and departments, will readily refer students to writing and style manuals that are universally recognized as acceptable by scholars and that very adequately demonstrate how students should handle the issue of proper citation of material. Examples of such works include the student manual distributed by the English Department of Syracuse University, A Manual for Writers by K. Turabian, and the Publication Manual of the American Psychological Association. Students must understand that, like cheating on examinations, plagiarism is a serious instance of academic dishonesty. In this University, it will be dealt with as such.
8. 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.

Syracuse University and I are committed to your success and to supporting Section 504 of the Rehabilitation Act of 1973. This means that in general no individual who is otherwise qualified shall be excluded from participation in, be denied benefits of, or be subjected to discrimination under any program or activity, solely by reason of having a disability.

You are also welcome to contact me privately to discuss your academic needs although I cannot arrange for disability-related accommodations.

9. Required course materials

The following readings are required and our main reading material for the class. Chapters and cases are outlined on the detailed course calendar. Come prepared to class and be ready to give a short overview of the main topics and issues presented in the readings. However, the objective in this class is not to repeat what is written in the readings, but to understand the general underlying concepts and connect them with your experiences. Bring material you find in newspapers or tell the class about your own experience. We will upload your own contributions to the course website.

You are encouraged to read daily newspapers, such as the New York Times, Washington Post, and regularly visit websites such as . Remember that you can sign up for news feeds or RSS feeds, so that you automatically receive updates and news.

The required readings are available on our course website on Blackboard. In addition to the readings listed in the syllabus, I might ask you ad hoc to prepare additional materials for class.
## Public Organizations and Management: Course outline – Fall semester 2009

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>08/31/09</td>
<td>Class 1 - Introduction, syllabus, course requirements</td>
</tr>
<tr>
<td>2.</td>
<td>09/07/09</td>
<td>No classes – National holiday in the U.S.: Labor day</td>
</tr>
<tr>
<td>3.</td>
<td>09/14/09</td>
<td>Class 2 – The Environment of Public Management; <em>Assignment 1 due</em></td>
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<tr>
<td>4.</td>
<td>09/21/09</td>
<td>No classes – Syracuse University holiday: Eid Ul Feidr</td>
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<tr>
<td></td>
<td>09/25/09</td>
<td>Class 3 - Joined lecture: Professor Rosemary O’Leary: Guerilla Government (Notice time and location: Friday, 9:00-11:45am, Public Events Room Eggers 220)</td>
</tr>
<tr>
<td>5.</td>
<td>09/28/09</td>
<td>No Classes – Syracuse University holiday: Yom Kippur</td>
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<tr>
<td>6.</td>
<td>10/05/09</td>
<td>No class to compensate you for the joined lecture on 10/09/09</td>
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<tr>
<td></td>
<td>10/09/09</td>
<td>Class 4 - Joined lecture by Professor Soonhee Kim: Organizational Change and Leadership (Notice time and location: Friday, 9:00-11:45am, Public Events Room Eggers 220)</td>
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<tr>
<td>7.</td>
<td>10/12/09</td>
<td>Class 5 - Motivation and Public Service Culture; <em>Assignment 2 due</em></td>
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<td>8.</td>
<td>10/19/09</td>
<td>No class to compensate you for the joined lecture on 10/23/09</td>
</tr>
<tr>
<td></td>
<td>10/23/09</td>
<td>Class 6 - Joined lecture: Professor Ines Mergel: Networked Governance (Notice time and location: Friday, 9:00-11:45am, Maxwell Auditorium)</td>
</tr>
<tr>
<td>9.</td>
<td>10/26/09</td>
<td>No class to compensate you for the joined lecture on 10/30/09</td>
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<tr>
<td></td>
<td>10/30/09</td>
<td>Class 7 - Joined lecture by Chris Mihm (GAO): Performance measurement (Notice time and location: Friday, 9:00-11:45am, room tba)</td>
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<td></td>
<td></td>
<td>Noon: General Michael Hayden, Former CIA Director, Global Collaboratory (Eggers 060). Attendance not required, although it might be interesting for some of you to attend.</td>
</tr>
<tr>
<td>10.</td>
<td>11/02/09</td>
<td>Class 8 – Organizational Politics, power, conflict management; <em>Assignment 3 due</em></td>
</tr>
<tr>
<td>11.</td>
<td>11/09/09</td>
<td>No class to compensate you for the joined lecture on 11/13/09</td>
</tr>
<tr>
<td></td>
<td>11/13/09</td>
<td>Class 9 - Joined lecture by Professor Tina Nabatchi: Participation (Notice time and location: Friday, 9:00-11:45am, Public Events Room Eggers 220)</td>
</tr>
<tr>
<td>12.</td>
<td>11/16/09</td>
<td>Class 10 – Teams &amp; individual personality</td>
</tr>
<tr>
<td>13.</td>
<td>11/23/09</td>
<td>Class 11 – Group dynamics &amp; decision making</td>
</tr>
<tr>
<td>14.</td>
<td>11/30/09</td>
<td>No class to compensate you for the joined lecture on 09/25/09</td>
</tr>
<tr>
<td>15.</td>
<td>12/07/09</td>
<td>Class 12 – Student briefings</td>
</tr>
<tr>
<td>16.</td>
<td>12/14/09</td>
<td>Class 13 – Student briefings</td>
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<tr>
<td></td>
<td>12/18/09</td>
<td><em>Final paper submissions due</em></td>
</tr>
</tbody>
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PPA 709 PO&M 5/10 Ines Mergel (2009)
10. Tentative course calendar and readings*

- Papers that are available online are marked with 📜.
- Cases are marked with 📄.

* I will keep the right to make adjustments to the syllabus if necessary.

**Session:** 1  
**Date:** 08/31/09  
**Subject:** Introduction to “Public Organizations and Management”
- Syllabus, course requirements, readings  
- Memo writing  
- Introduction: Why does Public Management matter?  
- Managing your research progress  

**Required readings:**


**09/07/2009 No class – Labor Day**

**Session:** 2  
**Date:** 09/14/09  
**Subject:** The Environment of Public Management  

**Required readings:**


- **CASE:** Managing a Press “Feeding Frenzy” (Blackboard) 📄 📜.
  Prepare a short statement on the following question: How will the changing media environment affect the work of public sector organizations? How should public sector organizations adapt to these changes?

* Assignment 1 due at the beginning of the class (paper copy & Blackboard). *  

* I keep the right to make adjustments and change readings when necessary.
Session: 3  
Date: 09/25/09  
Subject: **Joined lecture: Guerrilla Government, taught by Professor Rosemary O’Leary**  
Note time and location:  
Friday, 09/25/09, 9:00am, Maxwell Auditorium  
You will be compensated for this additional lecture on 11/23/2009.

**Required readings:**  

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09/28/2009 No class – University holiday: Yom Kippur

Date: 10/05/09  
Subject: No class to compensate you for the joined lecture on 10/09/2009 in the same week.

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Session: 4  
Date: 10/09/09  
Subject: **Joined Lecture: “Organizational Change and Leadership”**  
**taught by Professor Soonhee Kim**  
Note time and location: Friday, 10/09/09, 9:00am, Maxwell Auditorium

**Required readings:**  
- Denhardt and Denhardt (1999), "Leadership for Change: Case Studies in American Local Government" (Required reading, pp. 16-25), Available online:  
  http://www.businessofgovernment.org/pdfs/Leadership_for_Change.pdf  
- Sugarman (2000), "A Learning-based Approach to Leading Change" (Required reading pp. 5-26), Available online:  
- Denhardt and Denhardt (2001), Creating a Culture of Innovation: 10 Lessons from America’s Best Run City, (Required reading, pp. 5-29). Available online:  
  http://www.businessofgovernment.org/pdfs/denhardtreport.pdf  
Session: 5  
Date: 10/12/09  
Subject: Motivation and Public Service Culture

**Required readings:**
- **CASE:** Brock, Jon (2001). The Division of Water Resources. Electronic Hallway Cases, Daniel J. Evans School of Public Affairs at the University of Washington (Blackboard).

Assignment 2 due at the beginning of the class (paper copy & Blackboard).

Date: 10/19/09  
Subject: No class to compensate you for the joined lecture on 10/23/2009 in the same week.

Session: 6  
Date: 10/23/09  
Subject: Joined Lecture: “Networked Governance” taught by Professor Ines Mergel  
- Personal networks  
- Intra-organizational networks  
- Inter-governmental networks

**Required readings:**
- **CASE:** Diane Coutu: “We Googled You”, HBS case study: R0706X-PDF-ENG: http://cb.hbs.harvard.edu/cb/web/product_detail.seam?R=R0706X-PDF-ENG&conversationId=38257&E=72691
<table>
<thead>
<tr>
<th>Date</th>
<th>Subject</th>
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<tbody>
<tr>
<td>10/26/09</td>
<td>No class to compensate you for the joined lecture on 10/30/2009</td>
</tr>
<tr>
<td>10/30/09</td>
<td>Joined Lecture: “Performance Management” by guest speaker Chris Mihm</td>
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<td></td>
<td>(GAO)</td>
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<tr>
<td>10/30/09</td>
<td>Announcement: Public talk by former CIA director General Hayden</td>
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<tr>
<td></td>
<td>Global Collaboratory (Eggers 060) at noon</td>
</tr>
<tr>
<td>11/02/09</td>
<td>Organizational politics, power and conflict management</td>
</tr>
</tbody>
</table>

**Required readings:**

Assignment 3 due at the beginning of the class (paper copy & Blackboard).

<table>
<thead>
<tr>
<th>Date</th>
<th>Subject</th>
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</thead>
<tbody>
<tr>
<td>11/09/09</td>
<td>No class to compensate you for the joined lecture on 11/13/2009</td>
</tr>
<tr>
<td>11/13/09</td>
<td>Joined lecture: “Citizen Participation” taught by Professor Tina Nabatchi</td>
</tr>
</tbody>
</table>

**Required readings:**
Session: 10  
Date: 11/16/09  
Subject: Teams & individual personality

- Fill out your online Meyers-Briggs survey, read about your personality type and come prepared to class: [http://www.personalitypathways.com/type_inventory.html](http://www.personalitypathways.com/type_inventory.html)

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Session: 11  
Date: 11/23/09  
Subject: Group dynamics & decision making

**Assignment 2 due at the beginning of the class.**

**Required readings:**
- **CASE**: Be prepared to discuss “Carter Racing” case: Brittain, J. W./Sitkin, S. B.: Carter Racing, Case study, Part A, Delta Leadership, Carrboror, NC.

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Date: 11/30/09  
Subject: No class to compensate you for the joined lecture on 09/25/09 at the beginning of the semester.

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Session: 12  
Date: 12/07/09  
Subject: Student briefings

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Session: 13  
Date: 12/14/09  
Subject: Final class: Student briefings

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12/18/2009 Final exam due at noon