

MPA 623A
Seminar in Effective Public Sector Management
California State University, Northridge (COC Cohort)
Summer 2009

Dr. Matthew Cahn
Department of Political Science
Email: cahn@csun.edu
(818) 677-4797

Tuesday, 6-9:45 pm June 30th – August 18th
plus Blackboard Component
Course Website:
www.csun.edu/~cahn
<http://csun.blackboard.com>

Course Description

This course is designed to introduce seminar participants to the effective functioning and management of organizations in the public sector. The course will focus on key management issues in public sector organizations, and how to more effectively function in leadership roles in those organizations. Seminar participants are encouraged to relate work-life issues to theoretical perspectives and to bring in examples from their professional experiences to seminar discussions.

Programmatic SLOs – This course is designed to allow students to:

Acquire the foundation knowledge needed to understand the distinctive character and responsibilities of public sector administration in a democratic society.

Acquire the breadth and depth of knowledge about the challenges and model practices of contemporary public sector administration needed to be effective in that context.

Develop the skills and theoretical knowledge needed to redesign public sector organizations, staff and delivery systems; as well as develop an understanding of the importance of cooperative and collaboration across unit lines and with external and community partners.

Develop advanced communication skills needed for leadership in the public sector: strong oral communication skills in small groups and in larger public contexts. Strong written communication and skills appropriate for writing reports, explaining issues and policies, persuasively presenting initiatives, corresponding with colleagues and clients, and media communications.

Course Specific SLOs:

Students will acquire a foundation in effective management of public sector organizations. Students will also acquire an understanding of effective leadership in public organizations. Finally, students will understand the differences between public sector and private sector management.

Required Text

Public Management: A Three-Dimensional Approach (Hill & Lynn)
CQ Press, 2009 ISBN: 9780872893481

Course Requirements

The course will be conducted as a seminar -- that is, the course will survive on the contributions of seminar participants. Each participant is expected to come to class ready to critically analyze the reading and prepared to add to the ongoing class discussion. The extent to which you bring your personal experiences and insights into the discussion will define the richness of the discussion.

Course requirements include active class participation, an oral report, an online discussion board, and a written paper. All class meetings are mandatory. If you must miss a class, please meet with instructor for alternative assignment. **Readings**, of course, are critical. It is expected that students will complete all reading assignments **prior** to class for which they are assigned. The **online discussion board** (Blackboard) is designed to help students integrate the weekly reading into the ongoing class discussion. The online discussion board is mandatory, and should be completed prior to the class session in which the readings will be discussed.

Students are expected to participate actively in class by being prepared to comment on the weekly readings, and by integrating the readings into their professional experiences. Since verbal communication is the keystone to public administration, students are required to complete a 15-18 page research paper

using appropriate format and documentation. We will speak exhaustively about this in class. Finally, students will present their papers orally for the entire class.

Papers may deal with any topic in public management, and must utilize course materials as well as appropriate additional resources. The paper should focus on a specific case study – either an exemplary case, or a fiasco (an exemplary failure). Analyze the case using the analytic tools from our text (Hill & Lynn) and our class discussion. The papers should be written in a scholarly format, typed double-spaced, according to academic protocol.

Grading Criteria:

General Class Participation:	10%
Online Case Study Segment:	20%
Online Discussion Board (Blackboard):	20%
Oral Presentation:	10%
Paper:	40%

A Note About Plagiarism

Plagiarism is a growing problem in the university. The university, and the MPA Program, takes plagiarism very seriously. The university catalog defines plagiarism as intentionally or knowingly representing the words, ideas, or work of another as one's own in any academic exercise. University policy states that cheating or plagiarism in connection with an academic program is an offense for which a student may be expelled, suspended, or given a less severe disciplinary sanction.

This can be avoided in the following ways:

1. Direct Quotation: Every direct quotation must be identified by quotation marks, or by appropriate indentation or by other means of identification, and must be promptly cited in a footnote. Proper footnote style for any academic department is outlined by the MLA Style Sheet or K. L. Turabian's A Manual for Writers of Term Papers, Theses and Dissertations. These and similar publications are available in the Matador Bookstore and at the reference desk of the Oviatt Library.
2. Paraphrase: Prompt acknowledgment is required when material from another source is paraphrased or summarized in whole or in part in your own words. To acknowledge a paraphrase properly, one might state: "to paraphrase Locke's comment . . ." and conclude with a footnote identifying the exact reference. A footnote acknowledging only a directly quoted statement does not suffice to notify the reader of any preceding or succeeding paraphrased material.
3. Borrowed Facts or Information: Information obtained in one's reading or research which is not common knowledge among students in the course must be acknowledged. Examples of common knowledge might include the names of leaders of prominent nations, basic scientific laws, etc. Materials which contribute only to one's general understanding of the subject may be acknowledged in the bibliography and need not be immediately footnoted. One footnote is usually sufficient to acknowledge indebtedness when a number of connected sentences in the paper draw their special information from one source. When direct quotations are used, however, quotation marks must be inserted and prompt acknowledgment is required.

Any student in my class found to have plagiarized any portion of submitted work will receive an F for the class, and will be referred to the Office of Student Affairs for further disciplinary action.

All papers turned into this class will be run through Turnitin.com, a university endorsed plagiarism checker. The program identifies any material in a paper that may have previously appeared in published or web form. You will be required to submit papers in both hard copy and electronic form.

RESOURCES to Avoid Plagiarism:

- http://library.csun.edu/Research_Assistance/plagiarism.html
- <http://gervaseprograms.georgetown.edu/hc/plagiarism.html#They>
- <http://www.northwestern.edu/uacc/plagiar.html>

If you have any questions about plagiarism please bring them up in class or see Dr. Cahn

Course Outline (reading must be done *prior* to day assigned)

Week I (6/30): Introduction to the Course
Introduction to Public Management
Hill & Lynn, Chapter 1

Week II (7/7): The Three Dimensions of Public Management
Analysis and Argument in Public Management
Hill & Lynn, Chapter 2 & 3
Discussion Board Responses Due (see <http://csun.blackboard.com>)

Week III (7/14): Online Segment (see below)
The Rule of Law
Organizational Structure
Hill & Lynn, Chapter 4 & 5
Discussion Board Responses Due (see <http://csun.blackboard.com>)

Week IV (7/21): Online Segment (see below)
The Cultural Dimension
The Craft of Public Management
Hill & Lynn, Chapter 6 & 7
Discussion Board Responses Due (see <http://csun.blackboard.com>)

Week V (7/28): Accountability
Hill & Lynn, Chapter 8
Discussion Board Responses Due (see <http://csun.blackboard.com>)

Week VI (8/4): Reform
Hill & Lynn, Chapter 9
Discussion Board Responses Due (see <http://csun.blackboard.com>)

Week VII (8/11): Bringing it all together: Managing in Three Dimensions
Hill & Lynn, Chapter 10
Discussion Board Responses Due (see <http://csun.blackboard.com>)

Week VIII (8/18): Formal Presentations of Papers

PAPERS DUE: *Please submit hard copy with self-addressed stamped envelope and email cahn@csun.edu electronic file of paper.*

Please Note: Weeks III & IV (7/14-21) will be entirely online. This will allow us to cover a public management case study in depth. The online segment is based on the case study, ***Policing Los Angeles Under a Consent Decree: The Dynamics of Change at the LAPD*** (available on Blackboard), and allows us to fully flesh out the themes from our class in a manner that is in-depth, interactive, and interesting.

The class will be broken into 5 workgroups, each assigned a specific public management question related to the case study. Each group will then comment on the other groups' responses according to specific criteria which we will have developed in class in our prior sections, and which align with the ongoing course content. And, we will revisit the case study in our remaining in-class sessions.

These approaches are really best used in an online segment since you will be working collectively over several days to complete specific projects in an incremental and highly facilitated way. It is not an independent assignment, as you will need to submit benchmark material every few days. We'll discuss this at length in our first two sessions so you will be fully prepared. The online segments are designed to be completed within the time period we would otherwise be in class (not including regular course readings).

We will not meet in person over these two weeks, but you will need internet access.