

## PADM 521: Institutional Development and Behavior

Fall Semester, 2017  
Dane Smith Hall, 132  
khuang@unm.edu  
Office Hours: Thu 1-3 pm

Instructor: Kun Huang, Ph.D.  
Thursday 4-6:30 p.m.  
Office: Rm 3002, Social Science Bldg  
Office phone: 277.7757

### Course Description

Welcome to PADM 521. As a core course in the MPA curriculum, PADM 521 focuses primarily on the organization and management of public and nonprofit organizations and systems. Most of the material covered is drawn from the literature in organization studies and management, public administration, and nonprofit management. We will examine the generalizability of concepts, which have been studied most often in a business context, to public and nonprofit organization and management. Key areas of discussion within this course will be: organizational effectiveness, organization and environment, strategic management, bureaucracy, organizational structure and culture, inter-organizational collaboration, and change management. The course contains academic and practitioner-oriented case materials and assignments in an effort to help you bridge the gap between theory and practice and to encourage you to think how organization theory might apply in a variety of public and nonprofit settings.

### Course Objectives

By the end of this course, the successful student will be able to:

1. appropriately and effectively apply management theory and organizational analysis to various public and nonprofit organizational settings
2. demonstrate knowledge of organizational behavior and major organization theories relevant to public administration
3. demonstrate knowledge of strategic planning and strategic management
4. demonstrate knowledge of information and network management
5. demonstrate the ability to identify organizational challenges
6. develop analytic and writing skills to express oneself effectively in major public organization theories.
7. work effectively in a group

### Grading

mid exam	30%
2 case analysis	20%
4 Reading reflection posting (2.5" each )	10%
Research paper	30%
class participation*	<u>10%</u>
	100%

Your class participation grade will be based on my opinion of the quality and quantity of your participation in class discussions concerning the lecture material, the readings, and the case studies. Attendance obviously matters in this regard (if you aren't here, you certainly can't participate), but mere attendance does not substitute for lack of participation in discussions. A grade of "A" on class participation may be earned by attending all class sessions in their entirety and consistently contributing to class discussions and activities in a way that demonstrates thoughtful consideration of the readings. Participation grades will be negatively affected by missing more than one class session, being disengaged during class, returning late from breaks, coming to class late or without having prepared course readings (read and considered). Please notify the instructor of medical or family emergencies in a timely fashion so that these will not adversely affect the participation and attendance grade. It is your responsibility to communicate with the instructor about these matters.

### **Non-Discrimination and Services for Students with Disabilities**

Any student who, because of a disability, may require some special arrangements in order to meet course requirements should contact the instructor as soon as possible to make necessary accommodations. It is the responsibility of the student to request accommodation for individual learning needs. UNM will make every attempt to accommodate all qualified students with disabilities. For further information, contact Accessibility Services at (505) 277-3506.

In an effort to meet obligations under Title IX, UNM faculty, Teaching Assistants, and Graduate Assistants are considered "responsible employees" by the Department of Education (see pg 15 - <http://www2.ed.gov/about/offices/list/ocr/docs/qa-201404-title-ix.pdf>). This designation requires that any report of gender discrimination which includes sexual harassment, sexual misconduct and sexual violence made to a faculty member, TA, or GA must be reported to the Title IX Coordinator at the Office of Equal Opportunity (oeo.unm.edu). For more information on the campus policy regarding sexual misconduct, see: <https://policy.unm.edu/university-policies/2000/2740.html>

### **Academic Honesty and Conduct**

I will follow University of New Mexico policy for academic misconduct. Both intentional and unintentional plagiarism is prohibited. University policy states that each student is expected to maintain the highest standards of honesty and integrity in academic and professional matters. Academic dishonesty includes, but is not limited to, dishonesty in quizzes, tests, or assignments as well as claiming credit for work not done or done by others. When a violation of the regulation occurs in connection with a course, the faculty member is authorized to take whatever action is deemed appropriate, but no penalty in excess of an "F" in the course and the involuntary withdrawal of the student from the class may be imposed. Whenever this penalty is imposed; the instructor may report the case in full detail in writing to the Dean of Students, who may impose additional

sanctions or refer the matter to the Student Conduct Committee for a determination of whether additional sanctions are warranted.

### **Tentative Schedule, Topics and Assignments.**

Aug 24 Course Introduction, syllabus overview.

Aug 31 (Week 1)

#### **History and Unique Distinctions**

1. Rainey, H.G. 2003. Chapter 2. Understanding the study of organizations: a historical review. In Understanding and Managing Public Organizations, 3<sup>rd</sup> edition. pp.22-55.
2. Stivers, C. 1995. Settlement women and bureau men Public Administration Review, 55: 522-29.
3. Brooks, A. 2002. Can nonprofit management answer public management's big questions. Public Administration Review,

Sep 7 and 14 (Week 2 and 3)

#### **Establishing goals and effectiveness.**

1. Barth, T. 2010. Crisis management in the Catholic church: Lessons for Public Administrators. Public Administration Review, Sep/Oct, 780-791.
2. Bozeman, B. 2010. Hard lessons from hard times: Reconsidering and reorienting the "managing decline" literature. Public Administration Review, Jul/Aug, 557-563.
3. Kwoh, L. 2013. Memo to staff: take more risks. CEOs urge employees to embrace failure and keep trying. The Wall Street Journal, Mar 20, Page B8.
4. Hall, R.H. & Tolbert, P.S. 2005. Organizational effectiveness. In Organizations: Structures, Processes, and Outcomes (chap. 11: 222-244). Upper Saddle River, NJ: Pearson/Prentice-Hall.
5. Korn, M. 2017. USC is raising money so fast, it just moved the goal post. The Wall Street Journal, Feb 15.
6. McCurdy, H. 1991. Organizational decline: NASA and the life cycle of bureaus. Public Administration Review, 51: 308-315.
7. Ordonez, L D. et al. 2009. The systematic side effects of overprescribing goal setting. Academy of Management Perspectives, Feb, 6-16.
8. Frosch, D. 2017. People are dying here: Federal hospitals fail tribes. Wall Street Journal, July 7<sup>th</sup>.
9. Schmid, H. 2006. Leadership styles and leadership change in human and community service organizations. Nonprofit Management & Leadership, 17(2), 179-194.
10. Stillman, S. 2016. The list: when juveniles are found guilty of sexual misconduct, the sex-offender registry can be a life sentence. March 14. New Yorker.

**Case: Investing in excellence**  
**(case analysis of Investing in Excellence due on Sep 14)**  
**Reading reflections due on UNM Learn Discussion Sep 7.**

Sep 21 and 28 (Week 4 and 5)

**Organizations and Their Environments**

1. Aufrecht, S.E. & Case, D.S. 2005. Indian 78, Washington state 0: stories about Indians and the law. Public Administration Review, 65(4), 450-461.
2. Abzug R. & Sabrin, M. 2010. Social justice through health care financing: the birth and signaling of a new nonprofit field. Nonprofit and Voluntary Sector Quarterly.
3. Balko, R. 2013. Rise of the warrior cop. The Wall Street Journal. Jul 19, Page C1.
4. Christensen, C.M. et al. 2006. Disruptive innovation for social change. Harvard Business Review. Dec. 94-101.
5. Lepore, J. 2016. Baby Doe: a political history of tragedy. New Yorker.
6. Frumpkin, P. & Reingold, D. 2004. Why programs get replicated. The Nonprofit Quarterly, 11(3): 46-59.
7. Conner, T. 2016. Representation and Collaboration. Public Administration Review, 76(2): 288-301.
8. Mosey, J.E. 2009. Institutionalization, privatization, and political opportunity. Nonprofit and Voluntary Sector Quarterly, Sep 22, 1-23.
9. TBA.

**Case: Hospital Consolidation (case analysis of Hospital Consolidation due on Sep 28)**

**1 page paper research proposal due (Sep 21)**

Also post the outline of your research proposal on the Discussions area of the UNM Learn (under the Topic that I set up): What is your topic? What is the context for your study (organization)? Why is your topic important, especially for public/nonprofit managers or policy makers?

After you post your write-up, please read two other people's research proposal outline and post your comment on them. You can ask questions, seek clarifications, or point to resources that may be helpful for the writer.

Oct 5 (Week 6)

**Organization Structure and Behavior**

1. Banjo S. & Kalita, S.M. 2010. Once-robust charity sector hit with mergers, closings. The Wall Street Journal, Jan 31<sup>st</sup>.
2. Chen, B. 2013. Integrated or disconnected. Examining formal and informal networks in a merged nonprofit organization. Nonprofit Management and Leadership, 23(3):325-345.
3. 2016. How to tell if you are a jerk at your workplace. The Wall Street Journal
4. 2017. How to survive an office jerk. The Wall Street Journal
5. Fisman R. and Sullivan, T. 2013. The unsung beauty of bureaucracy. The Wall Street Journal. Mar, 16, Page C2.

6. Lipsky, M. 1980. Street-level bureaucracy: Dilemmas of the individual in public services. Russell Sage Foundation, New York.
7. Perrow, C. 1986. Why Bureaucracy? Complex Organizations: A Critical Essay. chapter 1. New York: Random House.
8. White, E. 2009. Why good managers make bad decisions. The Wall Street Journal, Feb 14<sup>th</sup>.

### **Reading reflection due**

Oct 12 (no class) fall break. Work on your interview question.

Oct 19 (week 7)

### **Organization Culture and Leadership**

1. Chatman, J. A. & Cha, S. E. 2006. Leading by leveraging culture. 2003. California Management Review, 45(4), 2—34.
2. Donahue, A.K. & O’Leary, R. 2011. Do shocks change organizations? The case of NASA”, Journal of Public Administration Research and Theory. Advance Access.
3. Ibarra, H. & Hunter, M. 2007. How leaders create and use networks. Harvard Business Review, Jan, 40-47.
4. Finklestein, S. 2016. Why best leaders want their superstar employees to leave. The Wall Street Journal.
5. McConnon, A. 2016. How your body language can tell people if you are a leader or not. The Wall Street Journal. Oct 2<sup>nd</sup>.
6. Lublin, J. S. 2013. Can a new culture fix troubled companies? The Wall Street Journal, Mar 13, Page B1.
7. Zaieznik, A. Jan 2004. Leaders and managers: Are they different? Harvard Business Review.

Case: TBA (Case analysis due)

### **Draft of interview questions due.**

**Post your interview questions on UNM Learn.** Read two other people's interview questions and post your comment on them. You can ask questions, seek clarifications, or point to resources that may be helpful for the writer.

Oct 26 Midterm (take home, no class)

### **Nov 2 Strategic Management (Week 8)**

1. Edward Skloot. 2000. Evolution or extinction: a strategy for nonprofits in the marketplace. Nonprofit and Voluntary Sector Quarterly.
2. Hambrick, D.C. 2003. On the staying power of defenders, analyzers, and prospectors. Academy of Management Executive, 17(4): 115-118.
3. Mathews, A. W. and Miller, J. W. 2012. Health care rivals battle for patients. The Wall Street Journal. Mar 27, Page A1.

4. Moore, M. 2000. Managing for value: Organization strategy in for-profit, nonprofit, and governmental organizations. Nonprofit and Voluntary Sector Quarterly, 29(1): 183-204.
5. Walker, R. 2013. Strategic Management and Performance in Public Organizations: Findings from the Miles and Snow Framework. Public Administration Review, Advance Access.
6. Green J. 2017. Wal-Mart to Vendors: Get Off Amazon's Cloud. Wall Street Journal.
7. TBA.

**Reading reflection to be posted to UNM learn discussion.**

**Nov 9 (Week 9) Individual one-on-one meeting to go over your research paper project.**

Nov 16 (Week 10)

**Interorganizational Collaboration and Competition**

1. Hughes, M., & Goldenhar, D. 2012. Networking a city. Stanford Social Innovation Review, 103: 66-71.
2. Provan and Lemaire, 2012. Core Concepts and Key Ideas for Understanding Public Sector Organizational Networks: Using Research to Inform Scholarship and Practice. Public Administration Review.
3. Landro, L. 2016. Clues to better healthcare from old malpractice lawsuits. Wall Street Journal. <https://www.wsj.com/articles/clues-to-better-health-care-from-old-malpractice-lawsuits-1462813546?mg=prod/accounts-wsj>.
4. O'Leary, R. & Vij, N. 2012. Collaborative public management: Where have we been and where are we going. The American Review of Public Administration, 425:507-522.
5. Scott, G. 2012. War on cancer becomes a battle among hospitals. CRAIN's New York Business, Jan 22.
6. Romzek, B.S. et al. 2012. A preliminary theory of informal accountability among network organizational actors. Public Administration Review, 72(3): 442-453.
7. Huang, K. Broudy, D. Thomas, S. 2017. NM nonprofit collaboration: Findings from 2016 statewide nonprofit survey.

**Reading reflection to be posted to UNM learn discussion.**

Nov 23 (no class, Thanksgiving)

Nov 30 (week 11)

**Managing change and organizational innovation**

1. Abramson, M.A. et al. 2006. Implementing change on the front lines: a management case study of West Feliciana Parish Hospital. Public Administration Review, 66(5), 725-729.

2. Conway, M.D. et al. 2008. A better way to speed the adoption of vaccines. The McKinsey Quarterly, 1-4.
3. Huang, K. (2014). Knowledge Sharing in a Third-Party Governed Health and Human Services Network. Public Administration Review, 74(5):587-598.
4. Taub, B. 2016. The Shadow doctors: the underground race to spread medical knowledge as the Syrian regime races to erase it. The New Yorker, June 27.
5. Rao H. & Sutton R. 2008. The ergonomics of innovation. The McKinsey Quarterly. 4:131-141.
6. TBA.
7. Case: Appalachian Mountain Club .  
**Case analysis of Appalachian Mountain Club due.**

Dec 7 (Week 13) No class meeting, work on your paper.

Dec 14 Research paper due in my office or on UNM Learn.

No final exam for this course.

All readings listed above are required and should be prepared for discussion on the date indicated. All the readings, including cases, will be available on-line through the university's UNM Learn. You should be able to access UNM Learn to download readings and syllabus now.

### **Assignments and Student Evaluation**

**HARD COPIES of your gradable assignments are required on their due dates for main campus students.** Use UNM Learn to email me your assignments if you cannot attend the class due to documentable emergencies. **ZOOM students will use UNM Learn internal messages to submit their assignments.**

Email me at [khuang@unm.edu](mailto:khuang@unm.edu) if you have questions related to this class.

### **Case Analysis**

The purpose of the case analysis is to critically and systematically analyze a case. The requirements for case analysis are as follows:

- Use the following memo heading format: To: Professor Huang, From:., Date:., Re:
- Paragraph 1: Succinctly state the situation and identify the problem. Why are you writing this memo?
- Paragraph 2: Briefly state your recommendation(s). Be specific.
- Body paragraphs: State the relevant arguments in support of your recommendation. Why are you making this recommendation? What are the likely consequences or impacts of your recommendation? Address at least one potential weakness of your recommendation. What else could be done and why aren't you recommending that course of action?

- You should draw on your knowledge of general public policy and management principles, course readings (especially those assigned for that week) and possibly class discussions. Be clear about the basis for your recommendation by referencing at least one scholarly source. You may cite course readings or other quality sources such as peer reviewed journal articles or books. Include the author's name and date in parentheses for all sources and full reference information if citing an outside source.
  - **Unless it is absolutely necessary, avoid direct quotation from the case. Use your own words to paraphrase the expressed ideas in the case.**
  - Submit the case analysis double-spaced, not to exceed 4 pages in length in person per the course schedule.
  - You can choose 2 out of 3 case sessions you want to write about. If you turn in more than 2 case analyses, I will count only the 2 papers with the highest grades.
- Grading will be based on your presentation of a logical argument, the extent to which you follow the guidelines above, and clear writing.

### **Reading reflection/notes**

This assignment is designed to provide structure and discipline to your interactions with readings assigned for the course. For many, this course will mark re-entry to the academic world. Your mind will want to wander while you are preparing for class meetings. You will get more out of the process by taking notes while reading and by reflecting on the core message(s) of each reading afterward. You will also be better prepared to contribute to class discussions through clarifying and probing questions and sharing your interpretation of readings.

Prepare 2-3 paragraphs considering issues, factors and/or questions raised by 1-2 of the assigned readings for **4 of the 5 weeks a reflection is assigned** (see weekly assignments in the syllabus for dates and topics). You should give careful attention to all of the readings, but this assignment only requires you to address 1-2 readings. **DO NOT USE newspaper articles as your seed reading, only use Academic Journal articles. Reflect on major themes of the readings, note points that you do not understand, and consider what the reading means for public managers and/or policymakers.** Post your reflection to the corresponding UNM Learn discussion string by midnight the Sunday before the class meeting for which it was assigned. Reflection posts will earn full credit, no credit or partial credit depending upon the extent to which requirements are met. You are encouraged but not required to further online discussion by commenting upon your colleague's postings.

### **Paper**

All students will be expected to keep up-to-date with the reading assignments as indicated on the course outline. Students will be expected to draw explicitly on the readings and lecture material for class discussions, the 2 case analyses, and the research paper.

Soon after the course begins, you will decide whether you want to work alone in this paper project or work with another student on the project.

## **Research project**

The purpose of this assignment is to strengthen connections between students of public organizations, scholarly research and the professional practice of public and nonprofit management. This assignment requires you to investigate strategic management and network management more deeply through analysis of relevant scholarly research and application to a real-life public or nonprofit organization. You are encouraged to consult with the instructor about the development and execution of your project during his office hours.

There are several steps to this project:

1. A one-page proposal describing your topic, target organization, and timeline for the project is due on **Sep 21st class** meeting for the instructor's review and approval (single-spaced, 12 point Times New Roman font and 1" margins). This is a credit/no credit assignment that will factor into participation on the date it is due.
2. Conduct an investigation into recent scholarly writings and research on strategic and network management.
  - a. You should focus on articles from scholarly journals in public and nonprofit management that were published between 2000 and 2017. The instructor will provide a list of appropriate journals for your investigation. You may also use books or book chapters – check with the instructor for approval of these materials.
  - c. You will base your paper on 6-8 readings (outside those assigned for the course) that directly inform the topic you are examining for this paper. Note that you will survey quite a few more papers/abstracts before narrowing down your list to the 6-8 that are most relevant to your subject of investigation.
  - d. you will draw from these readings to guide your design of the interview questions. Your main questions should be open-ended. **Please turn in a copy of your interview questions for instructor approval and feedback on Oct 19th (Week 7).**
3. Request an interview with a leader of a public or nonprofit organization that you are interested in and can provide you with real-life insights on strategy and network management.
  - a. Complete this step by **Week 8** of the course.
  - b. Explain that you are a graduate student studying public administration at UNM and are trying to learn more about strategy and network management in the context of this course. Request about one hour of their time to learn more about the issue.
  - c. Explain the purpose of the interview and how the information will be used (e.g. for a class paper and class presentation).
  - d. Offer to share your analysis with the leader.
  - e. Tip: You may want to select an organization that you would consider as a future employer
  - g. Be professional throughout the course of arranging, conducting and following up on the interview. You are representing yourself, SPA and UNM throughout

this project. Be on time and prepared for the interview. Make yourself and the university proud.

4. Conduct an interview with a leader that consents
  - a. Gather as much information about the organization as possible before the interview, including information about its mission, history, size, structure, strategic plan, relationships to other organizations, and other potentially relevant data. Read any recent reports or news articles that you can find. Fill in any blanks during the interview.
  - b. Use the literature that you have studied to guide the questions you ask in the interview. Ask questions like,
    - Does strategy affect network management in your organization? How?
    - How do you manage your relationships with other organizations?
    - Who are your major competitors? Which organization do you consider to be good partners/friends? How does that work?
    - Do you see changes in your strategy and/or relationships with other organizations (formation of new relationships, strengthening, weakening or exit of existing relationships) in the past 12 months ? How did that happen?Ask for examples of how things work relevant to your topic.
  - c. Ask the leader to identify a challenge the organization is facing related to strategic management or network management. How is the organization handling it? Is it working? Why or why not? If the leader cannot identify a current challenge, ask them to discuss a challenge faced in the past related to your topic. Or, why they don't think they have faced any challenges on your topic.
  - d. At the end, ask them what else is relevant to understanding your topic that you have not asked them about or that they feel is important.
  - e. If you are a team of two, you should go together for the interview and take turns in asking questions and taking notes. It is generally a good idea for you to share your interview questions in advance of the actual interview so that your interviewees will have time to reflect upon the topics you want to cover. If you have a digital voice recorder or a cellular phone with voice recording functions, ask for permission to record. Transcribing the interview will be very helpful for subsequent analysis of the data.
  
5. Write the research paper
  - a. Papers should be 10-12 pages in length, excluding title page, bibliography, and contact information. Papers should be double-spaced and in 12 point Times New Roman font with 1" margins. Employ proper references relevant to the words and ideas of others reported in your paper using APA style.
  - b. Papers should include the following sections (number of pages included for guidance on proportion of writing to devote to each topic in the paper):
    - i. Title page
    - ii. Introduction (approximately 1 to 1 ½ pages)
      1. What is your topic (strategy and network management)?
      2. What is the context for your study (organization)?
      3. Why is your topic important, especially for public/nonprofit

managers?

- iii. Theoretical discussion of topic (often called a literature review, 2-3 pages)
    1. Conduct an analytical review of these readings in an easily accessible narrative with proper citation
    2. What do the authors suggest is important about your topic, including important factors affecting it?
    3. What are the causal relationships they identify?
    4. Are there conflicting findings?
    5. Is there anything you think is important that is not covered by these studies?
    6. Tip: Keep this section focused on your specific topic
  - iv. Methods (1 page)
    1. This is a single case study of your topic in the context of “x” organization based on an interview with....
    2. Describe the organizational context, including mission, history and any relevant organizational characteristics.
    3. Introduce the leader you interviewed.
    4. Note the limitations of your study. It is a small study, so we can learn some things from it, but what we learn will not apply to all organizations. Acknowledge this.
  - v. Findings (2-3 pages)
    1. This is where you report on what you learned from the interview and any documents you analyzed
    2. This section is strictly to report on the information you collected relevant to your topic of investigation, not to interpret or judge that information
  - vi. Discussion and conclusion (approximately 3 pages)
    1. Discuss how the research you consulted helps you to understand strategy and network management in the context of the organization you studied. How does it help to explain what is going on in the case? If the literature is contradictory to or missing something you discovered in the case, write about that and why you think it is so.
    2. Comment on the usefulness of the theoretical concepts identified in the literature. How useful or valuable were they based on your experience trying to apply them to the organization you studied?
    3. Based on your research on the topic, what recommendations can you make for handling the challenge identified by the leader?
    4. What can you conclude for public (or nonprofit) management based on what you learned in this project?
      - a. Your conclusions will be limited because your study is based on one interview and organization, but you should be able to say something about its meaning.
  - vii. Bibliography in APA style
  - viii. Complete contact information for the individual interviewed, including their name, position, organization, mailing and email addresses, and phone number
- c. Proofread your paper. Have a colleague from the MPA program or friends proofread your paper and offer feedback. Double-check to make sure that you have met all of the

requirements and followed all of the guidelines for the paper. In addition to the content of the paper (following the guidelines above), clear writing and proper citation will be considered in evaluation of the assignment.

**6. Printed papers are due on Dec 14th by 5 p.m.** in my office.