

THE UNIVERSITY OF NEW MEXICO

School of Public Administration

PA 553, Fall 2018—Case Analysis Capstone Course

Kun Huang, Ph.D. Associate Professor of Public Administration

Class Meetings: Wednesday 4-6:30 p.m.

Office locations: Dane Smith Hall, 134

Telephone contact numbers: 277-7757

E-mail addresses: khuang@unm.edu

Office hours: Wednesday 1-3 p.m. and by appointment.

Scope and Purpose of the Course:

This course is a classroom version of the MPA capstone, integrative assignment, the Professional Paper. It is intended to provide opportunities for all students enrolled to analyze case material and ancillary readings. The aim is to produce cogent and insightful critiques of agency, community, policy, and leadership dilemmas and challenges actually faced by public servants in the public and nonprofit sectors, and in cross-sector collaborative management. The vehicle for this exploration, to be undertaken through substantial written assignments and, complementarily, group work and group presentation, will be three case studies specifically chosen by the instructors for the accomplishment of these aims.

In discussing two introductory cases and one more substantial, final case study, and in writing two short case analyses and one long case analysis corresponding to these, students will be integrating knowledge gleaned from their MPA course of study—particularly in the major subdisciplines of organizational theory and behavior, public policy, and cross-sector governance. Students and instructors will draw from their practitioner and life experiences, as well. Finally, they will both draw broadly from the extensive public administration academic and applied literature in informing their analyses of the cases assigned.

Functioning much like a seminar, the course is intended to help students find culmination in their MPA experience, developing and mastering their critical-analytical skills, consistent with core competencies required in the discipline. It also aims to strengthen their research, writing, verbal, and team-based skills in contexts of professional public service in public administration.

The competencies involved (which translate into course priorities) centrally include the following: (1) transparency and accountability; (2) the ability to address the challenges of diversity, globalization, and inter-organizational and cross-sector collaboration; (3) the ability to consciously address institutional constraints and opportunities in the law, economy, and public policy; and (4) the ability to summon the information, methods, sensibilities, and commitments that are essential for efficacy in public service.

There is no required textbook for the course. Course materials, in particular case studies and readings, are posted to the UNM LEARN system. To access LEARN, students need to login to their My UNM accounts. From there, in the top right-hand corner is an icon labeled “UNM Learn.” It is located next to the “logout” icon. Once you click on that, you are in LEARN. From there, you just need to click on

the PADM 553 class under “My Courses” and then find the appropriate folder, labeled “Syllabus,” “Case Studies,” “Readings,” etc.

Important Accommodation Note:

Anyone requiring special accommodation or assistive technology is asked to advise Dr. Huang within the first two weeks of class, so that reasonable accommodation may be provided. The School of Public Administration is committed to providing all necessary and feasible accommodation to students with disabilities so that they may fully participate in and contribute to their classes. Confidentiality will be maintained as indicated by the student’s circumstances.

Course Requirements—Sources of and criteria for the final evaluation of student coursework:

Unlike your regular MPA courses, this course is graded just as the Professional Paper one-on-one course, and as are theses and dissertations at UNM, as CR (credit).

The evaluations of all three case analyses are being made on the basis of CR (credit) or NCR (no credit) or CR With Distinction (for the long case analysis) .

In order to provide more nuanced feedback to each student in the Professional Paper Capstone Course, I have devised a 5-point scale and assigned the first and prospectively the rest of the papers a rating on that scale, as follows:

0—NCR: Does not meet minimum requirements for passing the assignment and course. Must be thoroughly revised and resubmitted for re-evaluation until a CR assessment from both instructors is attained.. Student is required to submit the original paper and subsequent revision drafts online to the UNM Graduate Resource Center, available at <http://unmgrc.unm.edu> then clicking on the GROWL (Graduate Online Writing Lab) on the top left of the screen.

1 or 2—CR: Meets minimum requirements for passing the assignment. However, the paper exhibits serious (2 rating) to severe (1 rating) problems with expository writing quality and clarity, including organization of the paper, syntax, grammar, sentence construction, and phrasing, and also including lack of sustained clarity in the analytical effort represented by the paper. Student is strongly encouraged to submit the paper to the GROWL (Graduate Online Writing Lab) as specified above. Whether or not the Writing Lab is used, revision of the paper and submission of same to Dr. Rivera is expected, following the criteria in the syllabus.

3—CR: Exceeds minimum requirements for passing the assignment, with largely well-sustained and incisive written analysis, though with several lapses in paper organization, clarity, and quality of argumentation and expression. No revision/resubmission required, but revision may be undertaken by the student at his or her option.

4—CR: Well exceeds minimum requirements for passing the assignment, with largely well-sustained and incisive written analysis, but with infrequent, relatively minor shortcomings as to paper organization, clarity, or quality of argumentation and expression. No revision/resubmission is expected or required.

5—CR, With Distinction: Far exceeds minimum requirements for passing the assignment, with well-sustained and incisive written analysis, and with high quality

The papers are expected, at minimum, to meet the standard of professional papers in practitioner contexts. The cases and all research and reading sources must be acknowledged and cited using the American Psychological Association (APA) citation style—this is the citation style required for School of Public Administration professional papers. A brief, free guide to APA citation may be accessed at the following URL: <http://owl.english.purdue.edu/owl/resource/560/01>. If the hyperlink does not work, cut and paste the URL to your web browser—this webpage, from Purdue University, is regularly updated).

Acknowledgement of sources is essential, to avoid plagiarism. *Plagiarism, defined as presenting someone else's work as one's own, may result in failure in the paper assignment and may also eventuate in failure in the course. If referred to the University Dean of Students, it may also eventuate in other disciplinary action including suspension or expulsion from the Public Administration program, or from the University. This is consistent with the University's student code of conduct as well as University and School of Public Administration policy.*

Paper revisions: The final case analysis papers may be submitted twice based on the instructors' comments on the first submission, as indicated in the reading and assignment schedule below. Each initial paper submittal is to be proofread, clean, and in final form—***it is not considered a draft***. The paper is to be a finished, proofed, version. The two short case analysis may be revised, rewritten, and resubmitted once (based on instructor comments on the first submission) by the dates provided in the final syllabus.

The very best written-analysis and verbal-presentation work is original (don't repeat at great length what is stated in the case), evidence-based, clear, analytical (based on good analysis supported by sound logic and robust sources, e.g. current peer-reviewed journal articles, current books published by respected academic publishers, such as Georgetown University Press, etc.), and of well-sustained, consistently high quality. Expository and analytical quality for written work includes a well-organized paper or essay, paragraphs that correspond to separate topics and subtopics, cogent sentences with appropriate use of adjectives and adverbs, correct syntax, and other basic elements of grammatical, effective writing. Essential in this connection is concise, compelling, clear argumentation and analysis. Written work in every instance should draw on the case study under examination and assigned readings, as well as group presentations and discussions.

Only consistently excellent written work for the final ‘long’ case analysis will warrant a designation of ‘With Distinction’ rather than ‘Pass’ for the final Report of Examination submitted for each student at the end of the semester. These designations are standard for theses and dissertations and for the Professional Paper and similar capstone projects at UNM. Historically, only about one out of twelve to fifteen Propapers at SPA has received the ‘With Distinction’ designation, which is therefore reserved for truly exceptional work. However, ‘Pass’ is sufficient for completion of the MPA and for graduation. These designations and expectations will be explained more fully to the class. It should be noted, however, that all three papers should exhibit excellent writing and analysis, and that consistently excellent work across the board will have a bearing on the final Pass or Pass-with-Distinction determination.

Requests for clarification or reconsideration of instructor evaluation of student work: Evaluation of student work is always done with care, rigor, and thoroughness, aiming for fairness and for an assessment that reflects the quality of a student’s work. Questions about the evaluation given in any given assignment must be raised in a timely manner, within one week of return of the assignment.

Any explanation of the criteria making for a specific evaluation of student work will be provided only in a one-on-one meeting with the student—such discussions are privacy-protected and confidential and may only be carried out with the individual student involved. In order for a student to receive a ‘Pass With Distinction’ designation for work in this course, *two SPA faculty and the course instructor have to agree* it is warranted by the quality of that student’s work in the long case analysis.

Case Analysis Guidelines

You are being provided with several guides or sets of suggestions for carrying out a case analysis. Some are from business administration curricula or simply adapted to purposes, only partially overlapping with our own in this capstone course. What is essential for this course is how well you execute your critical written analysis. You will be carrying into your analytical effort everything from theoretical and conceptual frameworks (drawn from your readings, class lectures, discussion, and materials, the whole of your MPA experience) to your own professional experience and expertise. Insight is the key, along with clear communication of it on paper in incisive ways. So is compelling argumentation of whatever position(s) you take with respect to the case material.

Your short case analysis should:

- Follow the required sequence and structure, as specified in the short case analysis guideline.
- Be double spaced, and the pages should be numbered
- Have 1inch margins – top, bottom, left and right
- Use 12 point font size and any version of MS Word. Do not submit a PDF file.
- Analysis is to be closely proofread, free of spelling, grammar, syntax, and expository quality and clarity errors
- Use APA citation style

Your long case analysis should be between 12-15 pages long, double space. The structure of the long case analysis should be a scaled-up version of the short case analysis, containing four components:

1. The executive summary on the first page of the assignment along with your name, course number and name (PADM 553, Professional Paper Capstone) and due date Summary of the case (2-3 pages)
2. Two theme-focused analysis, drawing on the group presentations of theme-focused analysis (7-8 pages).
3. Lesson Learned that can be applied to your professional life or relevant policy/public management issues in New Mexico (3-4 pages).
4. Use at least 10 external sources. These should be referenced to back up your recommendations or to identify issues or to frame your analysis in the public administration and policy literature. This information would be ideally found in relatively recent journal articles and should reflect current public management thought or practice with respect to the issues identified.

Case analysis submission methods are specified in the course schedule.

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>

Requirement of Short Case Analysis
PADM 533

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:
- Page 1: Summary of the Main Points of the Case.
- Page 2-3: Case Analysis

Draw from the group case presentations and assigned case readings as well as external sources to analyze the case from at least two focused perspectives. Ideally, your analysis should tie what the theories suggest and what happened in the case. To what extent does the case event support the theories or departed from or challenged the theories?

Page 4-5: Lessons Learned

Explain the lessons learned from the case, informed by your theory-grounded analysis. Don't second guess or find fault with the actions presented in the case. Focus on the lessons learned. The Dos and Don'ts for your career or a current local or national policy situation.

- 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.**
- **Write in short sentences, short paragraphs. A page should contain at least three paragraphs.**
- Submit the case analysis double-spaced, not to exceed 5 pages in length in person per the course schedule.
- Grading will be based on your presentation of a logical argument, the extent to which you follow the guidelines above, and clear writing.

Requirements for Group Case analysis Presentation

Prepare a presentation of up to 15 minutes focusing on parts b and c below:

- a. Summary of the case (1-2 slides)
 - i. Summarize the case overall and identify key public administrative problems/issues for themed analysis.
- b. Themed analysis (3-5 slides)
 - i. Draw upon 3-5 outside sources (academic peer-reviewed journal articles and/or books) to offer theoretically and empirically informed insights to the selected problem. Based on these sources, what are likely to be effective solutions?
 - ii. Tip: Analytical lenses that might usefully be employed include **interorganizational collaboration and competition, organizational culture, organizational structure, policy implementation and advocacy**, among others.
- c. Lessons learned (1-2 slides)
 - i. Discuss how what you learned from the case analysis can inform your professional practice (apply specifically to one group member's professional position) or
 - ii. Discuss how your case learning applies to a relevant public policy/management issue in New Mexico

Your presentation should focus on articulating links between case specifics and your analytical lens/theme. What should MPA students take away from your case analysis?

Slide and presentation tips: Font should be large enough to read from a distance. Use no more than 35 words per slide. Don't use too much animation. Cite references in parentheses on the relevant slide (e.g. Smith 2013) and include full references at the bottom of the same slide. Read as little as possible – focus on engaging the audience (making eye contact, using gestures to emphasize points). Show the audience your expertise on the topic. Rehearse beforehand to get timing and transitions down.

Requirements for the Long Case Analysis

PADM 553

For the long case analysis, you must cite ten or more external sources (including the readings I assigned for the long case). Use APA in your citation. At least four external sources should be cited in each themed analysis. One way to look for the external sources is to dig up articles cited in the readings I assigned for the long and short cases.

The long case analysis should be between 12-15 pages long, double space. The structure of the long case analysis is an expanded version of the short case analysis, containing four components:

5. Cover page:

PADM 553 Long Case Analysis of ...
Your Name (DONOT FORGET TO PUT YOUR NAME DOWN)
Executive Summary
(150 words maximum)

tell the readers the case you will be working on, the two themed approach you take in your analysis, briefly summarize your findings, and identify the areas you will apply for the lessons learned from the two themed analysis.

6. Summary of the case (use subheading: Case Summary, 2 pages maximum)

7. Two theme-focused analysis.

- You need to clearly identify the themes (use subheading : Theme 1: keyword, Theme 2: keyword) (8-10 pages).
- Visuals, such as tables, or graphs, may be used in the text. Avoid direct quotes from the case or readings, unless they are absolutely necessary. Avoid using bullet points.
- Use short sentences, short paragraphs, a page should have at least three paragraphs.
- Avoid doing article by article reading report. A telltale sign is the heavy use of singular citations. A more concise and integrative way of writing is to use multiple citations in one parenthesis to support one idea in one sentence (see the following illustrative paragraph). I suggest you mix the use of multiple citations with singular citations.

“ Health and human services networks are often created to address evolving and multicausal problems, such as serious mental illnesses (SMIs) or obesity. The rapid growth in medical knowledge and technology to diagnose and treat complex, chronic diseases makes health services knowledge intensive (Institute of Medicine, 2012). Knowledge sharing between provider organizations is a crucial first step toward an organizational decision to adopt and implement evidence-based service innovations (Ferlie et al. 2013; Provan et al. 2013; Rogers 2003).”

- Don't forget to put page numbers on each page of the paper.
8. Lesson Learned (use subheading : Lessons Learned) that can be applied to your professional life or relevant policy/public management issues in New Mexico (2.5-4 pages).

First draft of long case due date: **Oct 31st** (everybody turn in through UNM Learn, I will set up a dropbox on the course webpage, you will submit it as a Word or PDF attachment).

Pick up comments on 1st draft: **Nov 7th** (main campus students will come to my office at Social Science Buildings, 3rd floor, Office 3002, next to the Exit sign, between 4:30 -5: 30 pm to pick up the reviewed paper, I will email the scanned draft with my comments to the ZOOM students that day).

Revised draft due: in my office at 4:30-5:30 pm on **Nov 21st** (main campus students turn in hard copy of revised paper as well as the 1st draft with my comments, that will facilitate my review process, main campus students also need to turn in electronically on UNM Learn, so that I can forward the electronic copy to the committee for review). ZOOM students will submit electronically to a dropbox. I will quickly turn around the papers that I judge to be ready for the committee to review, that will give the other two readers about two weeks' time to finish the reviewing of your papers.

Reading and assignment schedule (subject to revision):

Aug 22 and 29: **Introduction to the Course.** Discussion of the case method and sample case analysis. Planning sessions for the course.

Two-week sequence on Case 1

Sep 5, 12: Group case presentation (Sep 5).

1st Case analysis due: Sep 12th (main campus students need to turn in hard copy in class)

Two-week sequence on Case 2.

Sep 19, 26th, Group case presentation (Sep 19),
2nd Case analysis due: Sep 26.

revised 1st case analysis due: Sep 26

Revised 2nd case analysis due: Oct 3rd.

Three-week sequence on Long Case:

Oct 10, 17th, 24th Group case presentation (Oct 17th)

Long Case Draft turn-in date: Oct, 31

Feedback on Long Case Draft: Nov 7th

Long Case Revised Draft turn-in date: Nov 21st.

Committee review of Finalized Long Case:

Nov 21-28.

Wednesday Oct, 31st. *The near-final long case analysis paper is due by 5 pm on. As final and polished a paper as possible, and fully APA-formatted. Earlier submission of final papers is encouraged. This assignment is for a 12-15 page paper.*

Wednesday, November 21st. *The final long case analysis paper, fully realized and building on earlier draft submissions is due by 5 pm. This assignment is for a 12-15 page paper. Failure to meet this deadline with a paper that Dr. Huang can approve and send to the other two readers may well mean that the student will not finish the course successfully this semester. Earlier submission of final papers is encouraged.*