

**PADM 521**  
**Institutional Development and Behavior**  
**3 Credit Hours**  
**Fall Semester, 2019**  
Thursday 4:00 – 6:30  
Dane Smith Hall Room 132

**Instructor:** Shannon Sanchez-Youngman, Assistant Research Professor

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**Office:** School of Public Administration

**Office Hours:** Tuesdays: 1:30-3:30 pm or by appointment.

**Office Phone:** 505-277-1530

**Course Description**

This course is designed to engage participants in thoughtful consideration and discussion of important questions concerning public and non-profit organizations and their management. The course begins with a survey of the history of organizational studies, including public and private and nonprofit organizations and their comparability. We will cover important themes in organizational theory such as the environments in which organizations operate, their performance, decision making, structure and leadership. We will also explore the recent rise in network governance and inter-sectoral collaboration. You will apply your analytical skills through case studies of challenges facing public and nonprofit organizations. You will also write memos to describe the link between evidence and practical application as well. We will use large and small group discussion, exercises and role plays to connect theory and practice.

The success of this course relies heavily upon how engaged participants are in the various components of the course. The role of the instructor is to facilitate and guide learning through class discussions, activities, assignments and feedback. Be prepared to engage the course material with each other and to draw on the readings and your own experiences working and interacting with public and nonprofit organizations and policy.

**As an applied practitioner and researcher, I work from the premise that all participants bring knowledge, skills experiences and insights to the course that we all can learn from to create a successful learning community.**

**MPA Student Learning Outcomes**

The following MPA student learning outcomes will be addressed in this course. Students will”

- Demonstrate knowledge of organization behavior
- Demonstrate knowledge of strategic planning and management
- Demonstrate knowledge of network formation, evaluation and governance
- Demonstrate the ability to identify organizational challenges
- Appropriately and effectively apply leadership/management theory and organizational analysis
- Demonstrate understanding of managing diversity in the global environment

## **Textbooks/Supplies/Materials/Equipment/Technology or Technical Requirements**

*Rainey, Hal. (2014). Understanding and Managing Public Organizations, 5<sup>th</sup> Edition*

The required book may be purchased at the University Bookstore or online.

Other supporting course materials, including readings and handouts, will be posted on the UNM Learn site for the course or accessible through UNM Libraries.

## **Grading**

<b>Category</b>	<b>Percent</b>
Case Study Preparation	10
Policy Memos	10
Student Led Facilitation	5
Strategic Management Analysis	25
Public Leadership Analysis	25
Collaborative Network Analysis	25
<b>Total</b>	<b>100</b>

*Assignments will be penalized a third of a grade for each day they are late.* For example, one day late reduces from A to A-; two days late from A to B+; and so on. Penalties will not be applied in cases of medical and family emergencies, but cases of poor planning will not be excused.

A	93-100%
A-	90-92%
B+	87-89%
B	83-86%
B-	80-82%
C+	77-79%
C	73-76%
C-	70-72%
D	60-69%
F	Below 60%

## **Accommodation Statement**

If you need an accommodation based on how course requirement interact with the impact of a disability, you should contact me to arrange an appointment as soon as possible. At the appointment we can discuss the course format and requirements, anticipate the need for adjustments and explore potential accommodations. I rely on the Disability Services Office for assistance in developing strategies and verifying accommodation needs. If you have not previously contacted them I encourage you to do so.

## **Title IX Statement (Required Language)**

A Note about Sexual Violence and Sexual Misconduct: As a UNM faculty member, I am required to inform the Title IX Coordinator at the Office of Equal Opportunity (oeo.unm.edu) of any report I receive of gender discrimination which includes sexual harassment, sexual misconduct, and/or sexual violence. You can read the full campus policy regarding sexual misconduct at <https://policy.unm.edu/universitypolicies/2000/2740.html>. If you have experienced sexual violence or sexual misconduct, please ask a faculty or staff member for help or contact the LoboRESPECT Advocacy Center.

### **Academic Integrity**

Each student is expected to maintain the highest standards of honesty and integrity in academic and professional matters. The University reserves the right to take disciplinary action, up to and including dismissal, against any student who is found guilty of academic dishonesty or otherwise fails to meet the standards. Any student judged to have engaged in academic dishonesty in course work may receive a reduced or failing grade for the work in question and/or for the course. The University's full statement on academic honesty and the consequences for failure to comply is available in the college catalog and in Pathfinder.

### **Participation and Attendance**

Regular class participation and attendance is a minimal expectation for a graduate seminar. Participation requires reading the material before class and being on time. If unexpected circumstances prevent you from attending on a given day, let me know ahead of time. This class is interactive, which means that student engagement is vital to create an optimal learning environment for all of us. We will complete many small group exercises in class. I track participation in these activities. Moreover, case study preparations, memos and the student affiliated discussion all require your presence. Case study preparations and memos will be deducted a third of a letter grade if you are not present for the day they are due. Students must be actively present for their assigned class presentation to receive their five percent credit for this requirement.

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## **ASSIGNMENTS**

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This section offers a brief overview of your core assignments. Details of each assignment will be posted in UNM E-learn under "Assignments."

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### **CASE STUDY PREPARATION**

A small handful of cases will be assigned during the semester. Teaching cases engage participants in analyzing potentially real life situations encountered by public and nonprofit managers. Students are asked to consider options for addressing a problem and to suggest professional solutions. Our objective is to uncover deep public management principles through the practical application of analytical skills. Case Studies are located in a folder in the Home Section of UNM Learn. Each case study is accompanied by a set of questions that students are required to answer and submit on their selected due dates no later than 1:00 pm MST on Thursdays. Due dates are specified in the Course Calendar of the Syllabus. Always include your full name, the case study title and the date. Please use page numbers always and 12-point font.

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## **POLICY MEMOS**

As public leaders, writing memos is an integral part of your management work. Students will write two policy memos in this course to learn how to write academically rigorous, persuasive papers about a specific real world issue. The purpose of this exercise to learn how to write effectively in non-academic settings and to create work that synthesizes research or evidence into a succinctly written document advocating change or a specific course of action.

A policy memo is a practical and professionally written document that can vary in length from one page to over one hundred pages. It provides analysis and/or recommendations directed to a predetermined audience regarding a specific situation or topic. A well-written policy memo reflects attention to the research problem. It is well organized and structured in a clear and concise style that assumes the reader possesses limited knowledge of, as well as little time to conduct research about, the issue of concern. There is no thesis statement or overall theoretical framework underpinning the document; the focus is on describing one or more specific policy recommendations and their supporting action items.

Students will write two policy memos based on course content and a case study simulation provided on the home page of UNM Learn. Students are required to submit memos on their selected due dates no later than 1:00 pm MST on Thursdays. Due dates are specified in the Course Calendar of the Syllabus. Always include your full name, the homework number and the date. Please use page numbers always and 12-point font.

Formatting requirements are posted in the Memo folder on UNM Learn.

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## **STRATEGIC MANAGEMENT ANALYSIS**

The purpose of this assignment is to strengthen connections between students of organizations, scholarly research, and the professional practice of public and nonprofit management. This assignment requires you to investigate the theme of strategic management by applying an analytical framework to an actual public or non-profit organization. You make work in pairs on this project. You are encouraged to consult with the professor about the development and execution of your project. The details of this assignment are located in the home page of UNM Learn in the Student Projects folder.

- **The Strategic Management Analysis is due on Thursday, October 17 no later than 1:00 pm on UNM E-learn.**

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## **PUBLIC LEADERSHIP ANALYSIS**

In public administration, there are multiple theories and practical debates about the most desirable and effective leadership styles and leadership ethics in the US. Students will review a case study in current public administration and describe the costs and benefits of multiple leadership theories as they apply to the case study. After they elucidate multiple approaches, they will select the optimal leadership style and argue why this approach is most effective. The details of this assignment are located in the home page of UNM Learn in the Student Projects folder.

- **Final Product due November 14, 2019 at 1:00 pm.** Please post your assignment to UNM Learn Assignments.

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### **CROSS SECTOR COLLABORATION ANALYSIS**

Networks and cross sector collaborations are increasingly common in both public and private management. These political, economic and social realities are transforming how public and private entities develop and administer public services, public goods and public policy. In this assignment, students will apply the principles learned in class to design a collaborative governance regime in service provision, policy development/implementation, or in community development. Students will identify the relevant stakeholders for an issue, their motivations for collaboration and will connect these ideas to a real world case example for validity. Students will identify structural and deliberative processes that are designed to ensure participatory governance. Students will finally describe how they will measure the components of governance with attention to the stated outcomes of the collaboration.

- **The final product is due December 12 at 5:00 pm MST. Please post your assignment to UNM Learn Assignments. Please use page numbers always and 12-point font.**

## COURSE SCHEDULE

Date	Topic	Reading	Assignment Due
08/22/19	Course introduction	Rainey, Chapter 1	None
08/29/19	History and context for studying public organizations	Rainey, Chapters 2 & 3	None
09/05/19	Organizational environments: Politics, power & policy	Rainey, Chapters 4 & 5 (up to p. 137). Brower, R. S., & Abolafia, M. Y. (1997). Bureaucratic politics: The view from below. <i>Journal of Public Administration Research and Theory</i> , 7(2), 305-331.	Case Study 1: Babcock Place
09/12/19	Organizational structure	Rainey, Chapter 8	Memo 1 Due
09/19/19	Organizational culture and climate	Schein, Edgar H. (2010). <i>Organizational culture and leadership</i> . San Francisco: Jossey-Bass Chapters 1-4. Access through UNM Libraries (e book). Paoline III, E. A. (2003). Taking stock: Toward a richer understanding of police culture. <i>Journal of criminal justice</i> , 31(3), 199-214.	
09/26/19	Strategic planning	Rainey, Chapter 6 Poister, T. H., Pitts, D. W., & Hamilton Edwards, L. (2010). Strategic management research in the public sector: A review, synthesis, and future directions. <i>The American Review of Public Administration</i> , 40(5), 522-545. Poister, T. H. (2010). The future of strategic planning in the public sector: Linking strategic management and performance. <i>Public Administration Review</i> , 70, s246-s254.	Case Study 2: Strategic Management in a non-profit

Date	Topic	Readings	Assignment Due
10/03/19	Performance and effectiveness	Rainey Chapter 7 Meier, K. J., O'Toole Jr, L. J., Boyne, G. A., & Walker, R. M. (2006). Strategic management and the performance of public organizations: Testing venerable ideas against recent theories. <i>Journal of public administration research and theory</i> , 17(3), 357-377. Moore, M. H. (2000). Managing for value: Organizational strategy in for-profit, nonprofit, and governmental organizations. <i>Nonprofit and voluntary sector quarterly</i> , 29(1_suppl), 183-204.	None
10/10/19	<b>Fall Break No Class</b>		
10/17/19	Innovation and Managing Successful Change	Rainey Chapter 13 Fernandez, S., & Rainey, H. G. (2006). Managing Successful Organizational Change in the Public Sector. <i>Public Administration Review</i> , 66(2), 168-176.	<b>Strategic Management Analysis Due</b>
10/24/19	Public Leadership Styles	Terry, L. D. (1990). Leadership in the Administrative State: The Concept of Administrative Conservatorship. <i>Administration &amp; Society</i> , 21(4), 395-412. Borins, S. (2000). Loose cannons and rule breakers, or enterprising leaders? Some evidence about innovative public managers. <i>Public Administration Review</i> , 60(6), 498-507. O'Leary, R. (2010). Guerrilla employees: Should managers nurture, tolerate, or terminate them?. <i>Public Administration Review</i> , 70(1), 8-19. Bryson, J., Sancino, A., Benington, J., & Sørensen, E. (2017). Towards a multi-actor theory of public value co-creation. <i>Public Management Review</i> , 19(5), 640-654.	None

Date	Topic	Readings	Assignment Due
10/31/19	Public Leadership and Citizen Participation	Denhardt, J. V., & Denhardt, R. B. (2016). The new public service: Serving, not steering. Chapter 2. Access through UNM Libraries (e book). Thomas, John Clayton. "Citizen, customer, partner: Rethinking the place of the public in public management." <i>Public Administration Review</i> 73.6 (2013): 786-796.	Case Study 3: Citizen Design in Urban Design
11/07/19	Organizational networks	Rainey, 137-144 on Networks and Collaboration Provan, K. G., & Lemaire, R. H. (2012). Core concepts and key ideas for understanding public sector organizational networks: Using research to inform scholarship and practice. <i>Public Administration Review</i> , 72(5), 638-648.	None
11/14/19	Designing, implementing, and evaluating cross-sector collaborations	Provan, K. G., & Lemaire, R. H. (2012). Core concepts and key ideas for understanding public sector organizational networks: Using research to inform scholarship and practice. <i>Public Administration Review</i> , 72(5), 638-648. Bryson, J. M., Crosby, B. C., & Stone, M. M. (2015). Designing and implementing cross-sector collaborations: Needed and challenging. <i>Public Administration Review</i> , 75(5), 647-663. Chen, B., & Graddy, E. A. (2010). The effectiveness of nonprofit lead-organization networks for social service delivery. <i>Nonprofit Management and Leadership</i> , 20(4), 405-422.	Public Leadership Analysis Due
11/21/19	Participatory governance	Bryson, J. M., Crosby, B. C., & Bloomberg, L. (2014). Public value governance: Moving beyond traditional public administration and the new public management. <i>Public administration review</i> , 74(4), 445-456. Emerson, K., Nabatchi, T., & Balogh, S. (2012). An integrative framework for collaborative governance. <i>Journal of public administration research and theory</i> , 22(1), 1-29. J. V., & Denhardt, R. B. (2016). The new public service: Serving, not steering. Chapter 2. Access through UNM Libraries (e book).	Memo 2 Due
11/28/19	<b>Thanksgiving Break No Class</b>		
12/05/19	Diversity and Equity in the Workplace	Page, S. E. (2007). Making the difference: Applying a logic of diversity. <i>Academy of Management Perspectives</i> , 21(4), 6-20.	
<b>Final Cross Sector Collaboration Analysis Due, December 12, 2019 by 5:00pm.</b>			

