

Leading and Managing in Public Affairs PPAI2550

Department: Taubman Center for Public Policy & American Institutions
Instructor: Jennifer Slattery-Bownds
Meeting Times: Wednesdays 3-5:20pm Fall 2007

Course Description

This course will examine issues related to leading and managing in the realm of public affairs in American society. It will cover foundation topics such as honor, ethics, & accountability; management & organizational theory; organizational behavior; managerialism, performance, & strategic management; leadership; personnel management & social equity. Tools for effective relationship and network building will be discussed and cases will be used to allow the student an opportunity to apply his/her learning in the classroom.

Course Objectives

This course is designed to allow the student to:

1. develop an understanding of the origin of management and organization practices
2. comprehend issues specific to managing and leading in public organizations
3. examine tools needed to be an effective leader/manager
4. practice decision making as a leader through case study
5. assess the strengths and weaknesses of his/her own skill sets in order to become effective leaders, managers, and influencers in the public realm

Books

REQUIRED:

Rainey, Hal, Understanding & Managing Public Organizations (Jossey-Bass, 2003) (0-7879-6561-8)

Vecchio, Robert P., Leadership: Understanding the Dynamics of Power & Influence in Organizations (Notre Dame Press, 1997) (0-268-01316-0)

Douglas Stone, Bruce Patton, & Sheila Heen, Difficult Conversations: How to Discuss What Matters Most, (Penguin Group, 1999) (0-14-028852-X)

Robert P. Watson, Public Administration: Cases in Managerial Role Playing, (Longman, 2002) (0-321-08552-3)

RECOMMENDED:

Allan R. Cohen & David L. Bradford. Influence without Authority 2nd Edition, (Wiley, 2005)

Expectations

Each class you will be expected to arrive on time and prepared to talk about the readings assigned for that day.

Assignments & Grading

There will be five assignments for this course. Some are individual and some are based on four teams which will remain consistent throughout the course of the semester.

1. **Leading a class discussion:** Students will sign up to lead a class discussion around the topic/s of the day and may conduct outside reading to prepare. A sign up sheet will be distributed in class so the student may choose a day/topic.

Leading the discussion will involve preparing discussion questions and distributing them to the class.

2. **Individual case briefs:** There will be two case briefs due during the semester. Briefs will be outlined as described in the case book on pgs. 3 & 4. **YOU WILL SKIP STEP 5 IN THE OUTLINE.** You will be briefing the case you discussed in the previous week's class.
3. **Team cases:** During one of the in-class case days, your team will be selected to present your case to the class based on the case book discussion questions. Cases will be assigned to your team in class and you will be given time to discuss your recommendations as a team.
4. **Team presentation:** As a team, you will select an organization and interview its leader/manager. You will assess and present the organization in a manner similar to the outline provided in class.
5. **Final paper:** (Please discuss topic with instructor for approval). Paper will examine a course topic in further detail use 10 new sources to develop your report. (You may also use any sources used in class but they will not be counted toward the 10 required). The paper must be no longer than 12 pages in length.

******IN ADDITION******

In your final paper (no matter which topic you select), include a separate section to address the following questions:

1. What kind of leader would you characterize yourself to be? What are the reasons for your characterization?
2. What kind of leader would you LIKE TO BECOME? Why?
3. What strengths do you have as a leader or manager? What weaknesses?
4. What opportunities do you have to develop as a leader? What may hinder your development process?
5. How do you plan to implement your leadership and managerial strengths after you complete your studies?

GRADING

Leading Class Discussion:	10 pts.
Case Briefs:	2@15 pts.
Team Case:	20 pts.
Team Presentation	15 pts.
<u>Final Paper:</u>	<u>25 pts.</u>
Total:	100 pts.

SCHEDULE

Date	Class Topics
9/5	Course Introduction <ul style="list-style-type: none"> • Introductions and goal setting • Review syllabus, class structure, assignments, and grading procedures
9/12	The Dynamic Landscape of Public Organizations & Leadership <ul style="list-style-type: none"> • Rainey: (p. xiii-99) • Vecchio: (p. ix-34, 54-70)
9/19	Organizing & Managing <ul style="list-style-type: none"> • Rainey: (p. 127-218, 289-331) • Vecchio: (p. 35-53)
9/26	Cultural Constraints & In-Class Case Practice <ul style="list-style-type: none"> • Vecchio: (p. 465-483) • Watson: (p. ix-42)
10/3	People & Motivation <ul style="list-style-type: none"> • Rainey: (p. 219-288) • Vecchio: (p. 177-193, 292-333)
10/10	In-Class Case Practice: Managing Human Resources <ul style="list-style-type: none"> • Watson: (p. 43-66)
10/17	***CASE ONE DUE*** Communication & Groups <ul style="list-style-type: none"> • Rainey: (p. 332-354) • Vecchio: (p. 163-176, 396-410)
10/24	NO CLASS
10/31	Communication Continued: Difficult Conversations <ul style="list-style-type: none"> • Entire book: Stone, Patton, & Heen
11/7	Managing Ethics <ul style="list-style-type: none"> • Watson: (p. 99-123)
11/14	***CASE TWO DUE*** Alternate Views <ul style="list-style-type: none"> • Vecchio: (381-395, 429-457)
11/21	Planning & Implementing Programs <ul style="list-style-type: none"> • Watson: (p. 125-145)
11/28	Strategic Planning & Evaluation <ul style="list-style-type: none"> • Watson: (p.147-168) • Rainey: (p. 355-424) • Vecchio: (p. 484-501)
12/5	Possible Speakers Panel
12/12	FINAL PAPER DUE