

San José State University  
POLIS/MPA Program  
PADM 214, Public Management, Spring 2018

January 30 to May 8, 2018

## Course and Contact Information

Professor	Leonard L. Lira
Office Location:	Clark 402D
Telephone:	408-924-5565
Email:	leonardlira@sjsu.edu
Office Hours:	Tue & Thur @ 3-5 PM or by appointment
Class Days/Time:	Tuesdays 6-8:45 pm
Classroom:	DMH 149A

## Course Description

The course involves key readings in the public management and the analysis of cases, concepts, theories, methods, and procedures in managing public organizations. Readings and lectures will orient students to basic concepts and research that inform our thinking on public management. Each student is responsible, through self, reading assignments, and class interaction, to learn relevant public management theory, concepts and applications.

Another key component of the course involves familiarity with the processes of public management in San Jose, Santa Clara County, the state of California, and the federal government in general. Students are responsible for reading *The Mercury News*, *LA Times*, and *Washington Post* on a regular basis. Other sources of public management related news, such as *GovExec.com*, or similar websites or podcasts are recommended. As the course progresses and students become more familiar with the relevant theory, we will draw on current events for lecture and discussion. We will try to identify problems in leadership planning, decision making, and motivation in real world public management situations and discuss the ways in which theory may be used to inform practice.

Finally, through readings, discussion, lecture, and potential guest lecturers students will come to understand important research in the field. This is a seminar style course. This means that students will be responsible for reading, digesting, and discussing the readings

and topics in the classes. There will be very little lecture. If necessary the professor will assign student lead discussants.

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## Course Goals and Student Learning Objectives

GOAL:

## Required Texts/Readings

### Textbooks

Rainey, H. G. (2014). *Understanding and Managing Public Organizations* (5th ed.), San Francisco: Jossey-Bass. ISBN: 9781118583715

Emerson, Menkus and Van Ness (2011). *The Public Administrator's Companion*. Washington, DC: CQ Press. ISBN: 9780728990944.

\* Ashworth, Kenneth. (2001) *Caught Between the Dog and the Fireplug, or How to Survive Public Service*. Washington, DC: Georgetown University Press. ISBN: 97808408474.

\* Levitt and Dubner. (2014) *Think Like a Freak*. New York, NY: Harper Collins. ISBN: 9780-06-2218339.

\* Mayer-Schonberger and Cukier. (2013) *Big Data: A Revolution that Will Transform How You Live, Work and Think*. New York, NY: Houghton Mifflin Harcourt. ISBN: 978-544-002692

\* Books may be borrowed from the library.

Other Readings as assigned by the professor.

Recommended Readings:

A list of other readings useful to the study of public management, including many of the field's primary sources, will be made available on Canvas

Other readings may be assigned during the semester.

## Library Liaison

Paul Kauppila. [Paul.kauppila@sjsu.edu](mailto:Paul.kauppila@sjsu.edu)

### CANVAS Messaging

Course materials such as syllabus, handouts, assignment instructions, etc. can be found on the Canvas learning management system course website. You are responsible for regularly checking with the messaging system through the Canvas to learn of any updates.

## Course Requirements and Assignment

Plagiarism tutorial:

All students must complete the Plagiarism Tutorial on the library's website at <http://tutorials.sjlibrary.org/tutorial/plagiarism/index.htm>. Through this activity







may have specific dollar amounts, or you may have information on funding sources and impacts.

**Public outreach:** how should the public be informed of this decision if your recommendation were adopted? How would the public be involved in making the decision? At what level would outreach need to occur? Is there one group or area more affected than others? Are there businesses or other community groups that would be part of the decision-making process? Are there language or cultural issues that need to be addressed as part of the public outreach effort? What departments within the government (city, county, state) would need to be part of the development of the policy or program? (1 page)

**Conclusion:** Restatement of your recommendation regarding the city's county's future policy/program tied to your analysis. (1 paragraph).

The staff report will be evaluated using the following criteria:

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Criteria	Points
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support such a proposal? How much more purple pipe installation would be needed? You have been assigned to evaluate the cost/ benefit of a residential program over a five-year period (based on the number of homes projected to be built and the cost of potential additional purple pipe installations.)

2. The City of Santa Ana is trying to figure out how to manage the storm water



existing ordinances that they could use? What do other cities in the county do to prevent panhandling outside stores and restaurants? You have been assigned to research this issue and write a ~~report~~ report to City Council about public safety implementation. They are not interested in a report on social justice issues or homelessness, just how to stop the disruption of their businesses.

10. The City of Sunnyvale is considering how to deal with Uber, Lyft and AirBNB, as well as future aspects of the sharing economy. The city council has hired you to evaluate the possible approaches to ~~assessing~~ the code enforcement and tax revenue aspects of this issue. Consider strategies used by San Francisco, San Jose, Sacramento and Truckee in developing your recommendations.

Seminar Presentation:

Each presentation

Graded Items	Grade
Extra credit for joining ASPA, <a href="http://www.aspanet.org">www.aspanet.org</a> ; Student electronic rate	

and Undergraduate Programs Syllabus Information web page at <http://www.sjsu.edu/gup/syllabusinfo/>. Please peruse these policies at the link, as they apply to issues such as accommodations for students with learning or other challenges, religious holidays, and what is considered cheating or plagiarism.

## Workload and Credit Hour Requirements

Success in this course is based on the expectation that students will spend, for each unit of credit, a minimum of 45 hours over the length of the course (normally 3 hours per unit per week with 1 of the hours used for lecture) for instruction or preparation/studying or course related activities including but not limited to internships, labs, clinical practica. Other course

## Disclaimer

All information in this syllabus, including due dates for evaluation instruments such as exams or papers may be subject to change with fair notice by the instructor, the Department of Political Science or San Jose State University.

## PADM 214 / Public Management, Fall 2016 Course Schedule

*This schedule is subject to change with fair notice through the class e-mail account.*

### Course Schedule

Week	Date	Topics, Readings, Assignments, Deadlines
		<p style="text-align: center;">&amp; Course Introduction</p> <p style="text-align: center;">-introductions, syllabus review, executive summary review, staff report format, project management guide review</p>
		Syllabus Rainey Chap. 1
6		<p>The Context of Public Management: Government Structure and Organization</p> <p>Reading: Emerson Chapt. 1 &amp; 2 Rainey Chapt. 3 &amp; 4</p> <p>Thought questions: What are some constitutional limitations on government management in the US? How do these features constrain public managers? What are some unique features of California local government? How do these features constrain public managers?</p>
13		Tools for Public Managers: Critical n

Week    Date

Week	Date	Topics, Readings, Assignments, Deadlines
		is or her cultural competency skills? How does civic engagement and communication relate to project management for a public agency? Certificate due at 6pm today.
8	Mar 20	Team Project MeetingsII Hold Meeting 2 (p. 2) Complete/assign all remaining Planning items.
9	Mar 27	****SPRING BREAK NO CLASS MEETING****
10	Apr 3	Team Project meetingsII In place of class the teams will each meet to develop the presentation on the assigned project using the Project Management format provided. Teams may meet in the classroom or in any other mutually agreed upon venue. Participation in the team meeting and the project development is part of your grade. Each team member will complete the team grading sheet to evaluate himself and the other team members. Stop the process at the documentation point where you can show the complete plan for the project, including personnel, costs, time, and risk. Documents for class presentation and submission to the instructor include budget analysis, time line/critical path, staffing, and phased work plan. Show at least 3 alternatives for managing the activity: the fastest, the cheapest and most effective and why you chose this one (effectiveness/work disruption, time, cost?) Professor attending MPSA conference
11	Apr 10	Team Project presentations: 1. Moving the planning department to the New City Hall 2. Installing new VOIP phones in City Hall
12	Apr 17	Skills for Public Managers: Ethical Behavior & Managing Corruption Readings: Emerson, chapt. 3, and to be provided Case Study: Ripe for Change: Just Food's Recovery from Executive Misconduct video here: <a href="https://www.hubertproject.org/hubertmaterial/439/">https://www.hubertproject.org/hubertmaterial/439/</a> Thought questions: Why does ethical behavior matter in the public sector? Why are ethical constraints different for public managers than for private managers? What laws are in place in California that constrain public sector managers' behavior? How is conflict of interest understood? What about gifts and dinners and travel? Does it matter whether it is to Hawaii or Sacramento? Part II: Skills for Public Managers: "Soft Skills" and managing people Internal Diversity Readings: Rainey Chapt. 12 Thought questions: Why does team building matter? What works better: management by sheer terror or management by walking around? What management limitations exist in government that do not exist in the private sector? What is the relative value of competence and collegiality? What is "emotional work"? Why does all this matter at times of cut backs in staffing, reduced benefits packages, and disrespect for public service?
13	Apr 24	Part I: Ethics Elevator Speech Pitch Part II: Tools for Public Managers: Big Data Reading: Mayer Schonberger <i>Big Data</i>

Week	Date	Topics, Readings, Assignments, Deadlines
		Assignment <i>Big Data</i> executive summary due by 6 pm today Class discussion of <i>Big Data</i> . Thought questions: Why does a public manager care about Big Data? How might Big Data help public management? Project management? What are the pitfalls of Big Data? Ethics Elevator Speech & Team score sheets due by 6pm today
14	May 1	Student presentations 1, 2, 3, 4, & 5
15	May 8	Student presentations 6,7,8, 9, &10

# Spelling and Grammar Guidance

*Common Graduate Student Mistakes!!*

1. Never use a lon



will help you to remember the right order is that **Time** is related to **Place** and both have an **Object**. **Than** is a comparison, such as, **More** like cherries **more** than bananas. **Both** have **Object**

11. Be careful in using the apostrophe for possessive and plural. For a plural word in  
En



Team Evaluation Sheet

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Was the public involved in the original decision? If so, how? If not, who made the decision and how was the public informed? Was there a Council presentation or discussion? Was there a vote taken in public? If so, was the voting body split or unanimous?



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# PROJECT CHECKLIST

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- R4:<;%\_25.4/925%N;<=H575
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  - %Y50<D=751%=750%.6%<907.;%702:5%6./%7;9=457.;%7;%012%P:3/.C2:2;0%F=<;
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