

Course and Contact Information

Professor:	Leonard L. Lira
Office Location:	On Zoom (Click this Hyperlink)
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Office Hours:	Tue & Thur @ 4:00 5:00 PM, or by Appointment
Class Days/Time:	Wednesday, 6-8:45 pm
Classroom:	On Zoom (Click this hyperlink) Password is: 772724
Prerequisites:	Statistics

Course Format

On-Line Hybrid (Synchronous and Asynchronous); Seminar Style; Technology Intensive; Access to Adobe, Microsoft Office Word, Excel, and PowerPoint, Zoom, and Canvas required

Faculty Web Page and MYSJSU Messaging

Course materials such as syllabus, handouts, notes, assignment instructions, etc. can be found on [Canvas Learning Management System course login website](#) at <http://sjsu.instructure.com>. You are responsible for regularly checking with the messaging system through [MySJSU](#) at <http://my.sjsu.edu> (or other communication system as indicated by the instructor) to learn of any updates. **It is required that you set your Canvas email to the email you use so that you do not miss any updates or announcements.**

Course Description

A study of current principles and practices of effectively managing public service organizations. Emphasis on critical thinking, project management, and implementation processes.

This seminar examines contemporary theory, techniques, and practices necessary for management of public service organizations. It emphasizes planning, implementation, and evaluation processes. Students will assess and plan to develop their managerial skills.

- PLO 1:** Lead and manage in public governance;
- PLO 2:** Participate in and contribute to the policy process;
- PLO 3:** Analyze, synthesize, think critically, solve problems and make decisions;
- PLO 4:** Articulate and apply a public service perspective;
- PLO 5:** Communicate and interact productively with a diverse and changing

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

is a critical component of your grade. Students will contribute to learning via discussion and other in-class (albeit online) activities over the course of the semester. Attendance is not the primary method of measuring participation. But if students do not attend scheduled lesson meetings, they cannot make a contribution to learning. Student contributions in online discussion boards will count.

There is no "recipe" for conducting or evaluating class contribution, but we can isolate some of the characteristics of relatively successful or unsuccessful performances in this category. There will be a rubric attached to this assignment in Canvas. It provides a profile, or composite of characteristics within graded performances in class contribution. Not all characteristics must be uniformly presented by each student in every class session. The conduct of individual participants over the weeks of a term frequently will combine attributes from multiple performance profiles. Therefore, while these profiles begin to speak to criteria at work in evaluating class contribution, they are not offered here as definitive benchmarks (hence not made to coincide exactly with numerical scales or grade equivalents) and are furnished only to elaborate some nuances of

Enthusiastic applause by the city council (your classmates) in response to your presentation is encouraged.

Each presenter will be graded based on the quality of their elevator speech. This includes the content of your presentation, as well as how well you communicated your ideas clearly and succinctly. Your peers also will provide you feedback. **There will be no slides or ppt for this assignment.**

Information Memo, Staff Report Presentation, and Staff Report

The class will form into 4 person staff analysis groups. Each group will identify a public management problem that local and state governments are facing and conduct a staff analysis of the problem. Individual members will write an information memorandum that provides facts in a clear and concise memo format that both informs the members of the staff analysis group and the professor about the potential topic of the staff report. Topics can be individual choices or a staff group choice. Regardless, the memo should be individually written, and not done in coordination or collaboration with the staff group. The professor will authorize the topics after submission of the info paper, and staff groups can choose the best-approved topic or continue with their group chosen topic to complete the staff group research report.

After collection of data and analysis, the groups will report the analysis in staff group report (i.e. white paper) and staff group presentation. See the appendices at the end of this syllabus for potential topics. Groups will conduct joint research, do a joint presentation of the research at the end of the course, and write a joint staff report. The staff report constitutes the culminating assessment experience, in lieu of a final exam. It will be due at midnight of the date that this course would be scheduled to complete a final exam.

See the information memo, staff report presentation & report rubrics on the Canvas Course assignment page for how this assignment will be evaluated.

Final Examination or Evaluation

This course uses the Staff Report as the final Culminating evaluation. Students are expected to apply all learning objectives into the completion of this assignment. The assignment is due by the end of the period as designated for the course

Grading Information

Graded Items	Grade	Due
Contribution to Class Learning (other assignments as necessary added)	15 %	
Student Profile	100 Points	Jan 3
Plagiarism Tutorial	100 points	Mar 3
Lesson 5 Contribution	100 points	Mar 2
Lesson 8 Contribution	100 points	Mar 22
Lesson 12 Contribution	100 points	Apr 27
Contribution to class discussion & learning	100 points	May 17
Analytical and Professional Development Assignments:	25%	
FEMA Independent Studies x 4	100 points	Feb 17, 24, Apr 21, & May 5
Analytical Memo - Think Like a Freak	100 points	Feb 17
Analytical Memo Caught Between a Dog and A Fire Plug	100 points	May 4
Ethics Elevator Speech	100 points	May 4
TEAM Project Assignments:	30%	
Presentation (Group Grade)	100 points	Apr 14
Team Project Decision Memo (Individual Grade)	100 points	Apr 14
Team Peer Evaluations	100 points	Apr 14
Staff Analysis Group Assignments:	30%	

Grade Values

A plus	97 and above
A	94 to 96.99

PADM 214 Public Management, Spring 2021, Course Schedule

Week	Date	Topics, Readings, Assignments, Deadlines
1	JAN 27	<p>Topics: Welcome & Course Introduction; Leadership & Management: From Theory to Practice</p> <p>Readings:</p> <ol style="list-style-type: none"> 1. Syllabus, 2. Rainey Ch. 1 3. Dunleavy, P. "New Public Management Is Dead--Long Live Digital-Era Governance." <i>Journal of Public Administration Research and Theory</i> 16, no. 3 (2005): 467-94. 4. Osborne, Stephen P, Radnor, Zoe, and Nasi, Greta. "A New Theory for Public Service Management? Toward a (Public) Service-Dominant Approach." <i>American Review of Public Administration</i> 43, no. 2 (2012): 135-58. <p>Assignment & Deadlines: Complete required readings; Be prepared to lead a discussion on any of the articles (in detail) in class.</p>
2	FEB 3	<p>Topic: Communication - Writing, Speaking, & Listening</p> <p>Reading: Emerson et al, App. B; Course Syllabus Appendices, Optional readings: Letourneau, <i>Mastering the Art</i>; Swain et al., <i>Effective Writing in the Public Sector</i></p> <p>Assignment & Deadlines: Canvas Student Profile</p>
3	FEB 10	<p>Topic: Critical & Creative Reasoning</p> <p>Thought questions: Why does good critical thinking matter? What aspects of public management require good critical thinking skills?</p> <p>Readings:</p> <ol style="list-style-type: none"> 1. Rainey, Ch. 4; 2. Paul & Elder, <i>Critical Thinking: Concept and tools</i>; 3. Levitt & Dubner, <i>Think Like a Freak</i> <p>Assignment & Deadlines: Staff Groups prepared to actively participate in the Class discussion of <i>Think Like a Freak</i></p>
4	Feb 17	<p>Topic: Decision Making, Planning, and Strategy</p> <p>Readings:</p> <ol style="list-style-type: none"> 1. Rainey, Ch. 7; 2. Emerson et al, Ch. 5, 6 & 11; 3. *Optional: Review the Diagram on page 48 in H. R. Yarger, Chapter 3: in the <i>US Army War College Guide to National Security Issues</i> 1, edited by J. Boone Bartholomees, Jr. (2010): 45-51.

Week	Date	Topics, Readings, Assignments, Deadlines
14	Apr 28	<p>***Asynchronous***</p> <p>Topic: Ethics and Integrity</p> <p>Readings: Emerson Ch. 3. Hubbard, E. (2017). Message to Garcia. Message to Garcia, 1. Retrieved from https://search-ebSCOhost-com.libaccess.sjlibrary.org/login.aspx?direct=true&db=ulh&AN=21213188&site=eh. (Audio: https://youtu.be/p4pgzs2C8jk)</p> <p>Assignments Due: Ethics Elevator Pitch due by MAY 4;</p>
15	May 5	<p>Topic: Leadership and Influence</p> <p>Class discussion of <i>Caught Between the Dog and the Fireplug</i></p> <p>Thought questions: What is the role of the public manager as a leader? How does this relate to the elected officials? How does a senior staff work in a city? How can project management advance leadership and influence?</p> <p>Readings:</p> <ol style="list-style-type: none"> 1. -188; 2. Rainey Ch. 11; 3. Ashworth, <i>Caught Between the Dog and the Fireplug</i> <p>Assignments Due: FEMA course IS 240.B. Leadership and Influence Certificate due at 6pm today. Team score sheets due by 6pm today. <i>Caught Analytical Memo</i> due by 6 pm today</p>
16	May 12	Staff Report presentations 1, 2, 3, 4 & 5
	May 19	Final Exam Day- Staff research Reports due

Appendix A

h. Each local, state, or federal agency will have their own format for an information paper. Modify this one to match the requirements of your agency.

#	Staff Members Name / Phone
#	Approved by: Name / Phone

Analytical memo:

difficult in practice. If you read your memo probably only summarizing events or issues.

marizing instead of analyzing is to look at your support. Are you simply stating what happened, or are you providing a critical analysis of the information?

In short, this type of memo requires you to apply critical analysis of a topic or source material

Keeping in mind that different audiences need different amounts of background information (see above), follow your introduction with a concise summary of any historical or technical information that your audience needs to understand the arguments

recommendation as enclosures at tabs. Summarize their key points in the decision memorandum.

whether the project as designed is worth the investment in time and cost, and whether it is likely to achieve the desired outcomes. The location, equipment and activities should all be reviewed to ensure that all personnel involved can be successful during all phases of the project. The evaluation may include not only the risk management personnel but all participating personnel with knowledge of operational practices related to the project. Application of risk management will ensure that adequate staffing, resources and experienced safety and oversight personnel are present. If this level of support is not available for cost reasons, it is recommended that the scope of the project be narrowed.

Suggested Meeting Agenda Topics – Moving/ VOIP Project

Meeting 1

Goal and Objectives Develop
Gather the information facts, assumption, Problem identification
Identify options and possible phasing
Group member charter and assignment of tasks for group members
Logistics/Support Identify issues specific to this project

Meeting 2

Course of action Development, Testing, and comparison; report on the options, then select best option
Manager Discuss evaluation tools for goal and objectives
Update and evaluate Risk analysis and mitigation plan

Meeting 3

Course of Action Selection & Analysis troubleshoot the identified COA.
Activity timeline Complete and finalize presentation
Manager Ensure evaluation tools are synchronized and identify assignments
Logistics/Support Confirm timeline and budget, phases, critical path and steps

Team Project Decision Brief: (Use the general outline below or search the internet for an appropriate template online and modify to use)

- < Executive Summary
- < Introduction
- < Facts and Assumptions
- < Key Data and Methodology of Analysis
 - COA developed
 - COA Testing
 - FAS analysis results
 - Evaluation Criteria for remaining COAs
 - COA comparison
 - COA Selection
 - COA Analysis (Wargaming)
- < Required Resources
- < Projected Budget
- < Project Timeline

- < Risk Analysis and Risk Management Plan
- < Other Challenges and solutions
- < Project Conclusion

PROJECT CHECKLIST

Initiation Process

Identify Driver(s)

Contract

Specific wording concerning project.

Grant

What was stated in the grant/application?

Code/Legislative Requirement

What does the code/legislation state and require?

Political

For what specific purpose?

Internal

What is motivating this change?

Identify Stakeholders

Name

Organization

Contact Information

Position

Identify Funding Streams

Discretionary

General Fund - Budgeted for project

Grant Funding

Identify Scope of Project

Who will be the lead agency?

Who are the participants?

General Services

IT

Telephone company

Planning Department

All city departments

Moving company

Equipment vendor

Call center

Residents/businesses

Public Service Center

Other?

Establish Charter

Identify Project Director

Internal and External Restrictions

Funding restrictions

Timing restrictions

Identify Goal and Objective(s) of Project

Planning Process – Project

Establish Design Team

- Technical (field)
- Procedural (management)
- Legal

Resources List and Their Sources

- Handouts
 - Project sponsor
 - Location Description/Map
 - Existing Plans
 - Budget

Plan Development

- Goal/Objective(s) Addressed
- Phasing?
 - Able to be accomplished within resources

Human Resources Analysis

- Where will the personnel come from for each task?
- Which personnel will perform each task?

Risk Analysis

- List all possible risks to the success of the project
- For each risk identify the mitigation measure: insurance, redundancy, other

Location Set-Up and Tear-Down plan

(who brings what; sets it up/takes it down)

- Personal desk items
- Break room items, including refrigerator
- Computers
- Phones
- Copy machines
- IT-related wiring
- New phone sets
- Old phone sets

Project Documentation

- Print

- Invite management team
- Review draft Report
- Create final Report
- Establish list of action items for inclusion in the Improvement Plan
- Project Director Creates Improvement Plan
 - Each improvement element is tied to one of the core actions
 - Each improvement action is assigned to a specific organization with start/ending dates
- Project team uses improvement plan in future project execution

Appendix C