

**City and Regional Planning (CRP) 6010 (Grad) / 3010 (Undergrad)**  
**PUBLIC ADMINISTRATION:**  
**Theory and Practice of Public Organizations and Leaders**

**Fall 2009**

3 credit hours (letter grade only)

Lectures: Monday and Wednesday – 10:10 – 11:00  
Discussion Groups: Friday 10:10 – 11:00

Course Website: <http://blackboard.cornell.edu>, [6010 Public Administration: Theory and Practice](#)

Professor: Robert Schwarting, Visiting Lecturer  
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Office Hours: Monday and Friday 12:30 – 3:30 pm

Grading Assistants: TBA

This course prepares students to work within all public benefit oriented organizations, from government departments and agencies, state and local authorities, and non-profit public benefit corporations to private firms working in the public interest at the interface with governments and public benefit corporations. Public organizations are studied in the abstract by contrasting them with private organizations. Parallel readings and case studies of situations in government agencies, non-profits and non-government organizations ground the course in the applied. The course attempts to achieve a balance between domestic and international organizations. It is a first year graduate program course, which primarily serves profession oriented students from the Cornell Institute for Public Affairs (CIPA) and City and Regional Planning (CRP); and will also serve public service oriented students in Industrial and Labor Relations, Policy Analysis and Management, International Development and Engineering. For the upper level undergraduate student it (CRP 3010) prepares them for internships and entry into public sector careers, while for the graduate student it prepares them to conduct research of public organizations leadership and management and to be effective in public careers. The course continues to evolve; this year incorporating weekly discussion of case studies.

## **Description**

The course is designed for students who expect to be providing day to day leadership and administrative management of government agencies, departments, non-government organizations and non-profits. It draws concepts from organizational behavior, leadership and professional management. It provides the historical and theoretical context of public organizations and systematically reviews the management and leadership skills required of organization leaders. The course provides students with an efficient coverage of selected organizational theory and program management techniques that are useful across a wide range of applications. There is a concurrent emphasis on understanding and practicing the professional competencies of successful organizational leaders.

- Initially, the course broadly addresses Executive Core Qualifications (ECQs). It will define those competencies needed to build a public corporate culture that drives for results, serves customers, and builds successful teams and coalitions within and outside the organization. The Executive Core Qualifications are required for entry to the US Federal Senior Executive Service and are used by many departments and agencies in selection, performance management, and leadership development for management and executive positions.
- The main body of the course lectures starts with a broad overview of the theory of public organization, its structure, environment, culture, leadership and internal processes. The overview continues to address the theories describing the roles of public organization leadership.
- Considerable attention is given through domestic and international case studies to day to day operation of the organization with emphasis on the roles and actions of the agency, organization or corporate executive. Topics will necessarily include internal communications; external communications and public relations; working with the governing body or organization decision makers; hiring and motivating employees, creating and supporting teams; finance and budgeting; personal development and integrity; strategic planning; visionary leadership; and finally, providing organizational leadership through implementing policy, raising productivity and evaluating programs.
- The course will, from time to time, raise other personal and professional issues that will affect students starting to prepare for a career in public service, and as a graduate, their ability to be an effective public leader. Some attention will be given to maximizing the student's time in the rich Cornell academic and professional training environment.
- The course will present the student with considerable professional writing and speaking experience

The course will consist weekly of two traditional lectures on theory and practice and one case study and discussion group meeting. Credit for class

participation will be awarded on the basis of student use of required readings in answering in-class questions and weekly assignments.

Discussion groups will be organized around the professional focus of the student. Students with a concentration in International Organizations and NGOs are expected to be one group; while students focused on US State and Federal government and on US NPOs will form the second and third discussion groups. Cases studies for the different groups will be drawn from the three major foci, however, for the sake of overall development, each group will have some exposure to case studies from the other concentrations.

Students will be expected to work singularly and in groups; present findings orally and in writing and demonstrate a personal practice of professional attributes (extemporaneous speaking, team work, policy briefs, small group leadership, etc.).

Students will be expected to prepare detailed, well written, focused memos to clients in response to their requests posed as weekly case studies. Students will become familiar with the different memo formats; and will use a Manual of Style consistent with capstone project guidelines to guide technical report writing.

Students must be prepared weekly to present a short oral summary of required readings and/or relate the material to prior readings or case studies.

### **Course Objectives**

- Create a foundation for your professional degree program at Cornell
- Master a 10 step problem (case based) analysis process
- Understand the fundamental determinants of organizational effectiveness and structure
- Understand the several theories of organizational leadership and how to redirect the outcomes of public organizations
- Develop a conscious values-based perspective of Public Administration
- Develop an extensive conceptual and historical understanding of public administration in government, NGOs and NPOs.
- Master a concise, focused style of professional writing
- Master effective techniques of public speaking and oral presentations
- Develop team leading and team work skills
- Develop a practice to maintain professional knowledge

## **Texts**

Rainey, Hal, G., (2003), *Understanding and Managing Public Organizations*, 3<sup>rd</sup> Edition. Jossey-Bass, San Francisco. (4<sup>th</sup> Edition is forthcoming)

Herman, Robert D., (2005), *Jossey-Bass handbook of nonprofit leadership and Management*, Jossey-Bass Inc.

Newell, C. and Ammons, D., (2006), *The Effective Local Government Manager*, ICMA

Bertucci , Guido., (2006), *Innovations in Governance and Public Administration: Replicating What Works*, United Nations (Economic & Social Affairs

Various additional readings or guides will be distributed in class or posted electronically to the class Blackboard site.

## **Web Page**

Access to the course web page requires that you set up an account with the Blackboard web site. This site can be found at <http://blackboard.cornell.edu>. For those of you who already have accounts for other courses, you can use the same “username” and password to access the site for this class: [CRP6010: Introduction to Public Administration](#). *It will be your responsibility to check the course website frequently for announcements or to download homework assignments.*

## **Course Requirements:**

The course requirements are designed with two objectives in mind. First, they give students an opportunity to demonstrate competence and understanding of what is taught in class. Second, they require students to present information in a professional manner. Students will have to interact with public organizations and their leaders in order to complete assignments.

Assignment	Points
Weekly written essays, memos, information papers (10)	30
Written report about the environmental and structural context of a public organization selected by the student	30
Oral report of a team case study analysis and recommendations	30
In class participation and performance in a three person team	10

## Class and reading schedule

### Class and Syllabus Schedule

Date	Topic	Required Reading
<b>INTRODUCTION</b>		
<i>Fri – 8.28</i> Meet as a group in lecture hall in lieu of discussion group meetings	Course introduction – Expectations; Orientation to PA; Getting the most out of your degree and time here.  <i>Submit personal data sheet (see class handout)</i>  Students must sign up and meet with Grading assistants in first week to discuss course focus and special professional development needs	<a href="http://www1.icma.org/main/bc.asp?ssid1=2495&amp;ssid3=2495&amp;from=search&amp;hsid=11&amp;tpid=29&amp;stid=88&amp;bcid=120">http://www1.icma.org/main/bc.asp?ssid1=2495&amp;ssid3=2495&amp;from=search&amp;hsid=11&amp;tpid=29&amp;stid=88&amp;bcid=120</a> <a href="http://www.library.cornell.edu/olinuris/ref/bibcitations.html">http://www.library.cornell.edu/olinuris/ref/bibcitations.html</a> <a href="http://oregonstate.edu/dept/eli/buswrite/memos.html">http://oregonstate.edu/dept/eli/buswrite/memos.html</a> <a href="http://humanresources.about.com/od/workrelationships/a/dress_code.htm">http://humanresources.about.com/od/workrelationships/a/dress_code.htm</a> <a href="http://www.career.vt.edu/JOBSEARC/interview/APPEARNC.html">http://www.career.vt.edu/JOBSEARC/interview/APPEARNC.html</a>
<b>UNDERSTANDING PUBLIC ORGANIZATIONS</b>		
Mon – 8.31	Legal organization of nonprofits and governments; typical executive roles; ethics	ELGM, Ch 1; Jossey-Bass Handbook, Ch 1 Blackboard: Ethics matter <a href="http://icma.org/main/bc.asp?bcid=74&amp;hsid=1&amp;ssid1=43&amp;ssid2=75&amp;ssid3=198">http://icma.org/main/bc.asp?bcid=74&amp;hsid=1&amp;ssid1=43&amp;ssid2=75&amp;ssid3=198</a>
Wed – 9.02	Historical review of public organizations and what makes them unique	Rainey, Ch 1-3
<i>Fri – 9.04</i>	<i>Homework 1 due</i> Discussion – Values and Ethics in Public Administration	Class handouts
Mon – 9.07	Environment of organizations	Rainey, Ch 4
Wed – 9.09	Impact of Political Power	Rainey Ch 5

Date	Topic	Required Reading
<b><i>Fri – 9.11</i></b>	<b><i>Homework 2 due</i></b> Discussion – Case Study 1	Class handouts
Mon – 9.14	Organizational goals and effectiveness	Rainey, Ch 6
Wed – 9.16	Formulating and achieving purpose	Rainey, Ch 7
<b><i>Fri – 9.18</i></b>	<b><i>Homework 3 due</i></b> Discussion – Case Study 2	Class handouts
Mon – 9.21	Organizational structure	Rainey, Ch 8
Wed – 9.23	Organizational structure/People in Organizations	Rainey, Ch 9
<b><i>Fri – 9.25</i></b>	<b><i>Homework 4 due</i></b> Discussion – Case Study 3	Class handouts
Mon- 9.28	People in organizations	Rainey, Ch 10
Wed – 9.30	Teamwork in organizations	Rainey, Ch 12
<b><i>Fri – 10.2</i></b>	<b><i>Homework 5 due</i></b> Discussion Case Study 4	Class handouts
Mon – 10.05	Leadership and organizational culture	Rainey, Ch 11
Wed – 10.07	Leadership and organizational culture	Rainey, Ch 11

Date	Topic	Required Reading
<i>Fri – 10.09</i>	<b>Homework 6 due</b> Discussion of Case Study 5	Class handouts
<b>FALL BREAK!</b>	Research of local organization –	See outline for content and form for the report and analysis of your organization’s environment, structure and leadership
Wed – 10.14	Managing organizational change	Rainey, Ch 13
<i>Fri – 10.16</i>	<b>Homework 7 Due</b> Discussion of Case Study 6	Class handouts
Mon – 10.19	Managing organizational change	Rainey, Ch 13
Wed – 10.21	Nuances of NGOs and the international organization – guest speaker	Class handouts or readings chosen by the guest speaker
<i>Fri – 10.23</i>	<b>Submission of Organization Analysis</b> Discussion – Presentation of those findings which make the organization stand out	

<b>EXAMINING LEADERSHIP</b>
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Mon – 10.26	Effective Management in Public Organizations	Rainey, Ch 14; ELGM Ch 1, 2
Wed -10.28	Effectiveness in Changing International Organizations	UNDPADM-UNDESA Ch 2-5
<i>Fri – 10.30</i> <b>Halloween</b>	<b>Homework 9 Due</b> Discuss Case study 7	Class handouts

Date	Topic	Required Reading
Mon – 11.02	Working within complex organizations (NGO and NPO) – guest lecture	Class handouts
Wed – 11.04	Enhancing the Governing Body Effectiveness	ELGM Ch 3
<b><i>Fri – 11.06</i></b>	<b><i>Homework 10 due</i></b> Case study 8	Class handouts
Mon – 11.09	Managing the Local Governments	ELGM Ch 5
Wed – 11.11	Managing Volunteers and Marketing the Nonprofit	Jossey Bass Handbook Ch 12,13
<b><i>Fri – 11.13</i></b>	<b><i>Homework 11 due</i></b> Case study 9	Class handouts
Mon – 11.16	Nonprofit Effectiveness and Performance	Jossey Bass Handbook Ch 14-16
Wed – 11.18	Raising and Managing funds for Nonprofits	Jossey Bass Handbook Ch 17-20
<b><i>Fri – 11.20</i></b>	<b><i>RESERVED FOR CIPA CLASS BALL AND ALUMNI CONFERENCE</i></b>	
Mon – 11.23	Intra-government relations	ELGM Ch 7
Wed – 11.25	Reserved for class make up	

**THANKSGIVING RECESS**

Date	Topic	Required Reading
Mon – 11.30	Effective Manager – Board relationships	Carver’s Policy Governance Model – class handouts
Wed – 12.02	Effective Manager – Board relationships Course critique	Carver’s Policy Governance Model – class handouts Course evaluation forms Peer evaluation forms
<b><i>Fri – 12.04</i></b>	<b><i>Homework 12 due:</i></b> Discussion – Case study 10	Class handouts
<b><i>Mon – 12.07</i></b>	<b><i>Oral presentations:</i></b> <b><i>1: 1400 hrs – 1700 hrs</i></b> <b><i>2: 1800 hrs – 2100 hrs</i></b>	Team analysis; individual presentations.
<b><i>Wed – 12.09</i></b>	<b><i>Oral Presentations:</i></b> <b><i>3: 1400 hrs – 1700 hrs</i></b> <b><i>4: 1800 hrs – 2100 hrs</i></b>	45 hour lead time
<b><i>Fri – 12.11</i></b>	<b><i>Oral presentations:</i></b> <b><i>5: 1400 hrs – 1700 hrs</i></b> <b><i>6: 1800 hrs – 2100 hrs</i></b>	Video tape of presentation and critiques will be available with Graders
<b><i>Sunday afternoon – 12.13 1400 hrs – 1700 hrs</i></b>	<b><i>Course RECEPTION – WINE AND CHEESE at Professor Schwarting’s home</i></b>  <b><i>Evaluation Memos due at reception – Course Improvements and Peer strengths and weaknesses</i></b>	<b><i>NOTE: Grades are to be submitted on Dec 15; these evaluations are essential to your grades, and failure to submit will result in a grade of INCOMPLETE</i></b>