PMAP 8171: Public Management Systems & Strategies  
Fall 2017

CRN: 85582  
Instructor: Jonathan R. Boyd  
Office: AYSPS 352  
E-mail: jboyd12@gsu.edu  
Class Time: R 4:30p – 7:00p  
Office Hours: M 2:00p – 4:00p (other times easily by appointment)  
Location: Langdale 315

Course Description:  
This course focuses on the analysis of contemporary approaches to the management of public and nonprofit organizations focusing primarily on problem-solving strategies and techniques for use at the executive and operating levels.

Course Objectives:  
Students are expected to understand the following:

• Management as it operates differently in public, non-profit, and private organizations
• The environment in which organizations operate, including economic markets, networked policy implementation arrangements, and the Reinvention/New Public Management movement
• The different methods of structuring organizations to achieve goals, and understand the challenges of managing organizational changes.
• The strengths and weaknesses of different performance outcomes and management systems
• The ways in which stakeholders and citizens should be involved in managing public programs
• The strategic management process and the balanced scorecard with some challenges of applying the tool to public and non-profit organizations

Readings:  
There is no traditional textbook for this class. Instead, the readings will be articles and book chapters posted on iCollege or available in the GSU library.

Course Expectations:  
Students are expected to have a basic understanding of government and public administration in the United States. These topics are covered in PMAP 8111, which is strongly recommended before taking this course. Students should also be comfortable reading social science research.

Students are expected to come to every class, complete the readings and cases prior to class, and participate in class discussion.
Course Requirements:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage of Final Grade</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Briefs</td>
<td>30%</td>
<td>ongoing</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>35%</td>
<td>10/12/17</td>
</tr>
<tr>
<td>Final Exam</td>
<td>35%</td>
<td>12/07/17</td>
</tr>
</tbody>
</table>

**Case Briefs**
The case briefs will be written over the course of the semester. Each brief will be 1-2 pages and will analyze the management problem in the case and propose a solution. The brief should also tie in ideas from relevant course readings. Detailed directions for the case briefs are posted on iCollege. Case briefs are due at the beginning of class on the assigned day. Missing a quiz will result in a zero; there will be no makeup quizzes. The lowest quiz score will be dropped.

**Midterm and Final Exams**
The exams will cover material from the assigned readings and lectures. Missing an exam will result in a zero unless evidence of a university excused absence is provided before the exam.

**Final Grading Scale:**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>&gt;92.99</td>
</tr>
<tr>
<td>A-</td>
<td>90.00-92.99</td>
</tr>
<tr>
<td>B+</td>
<td>87.00-89.99</td>
</tr>
<tr>
<td>B</td>
<td>83.00-86.99</td>
</tr>
<tr>
<td>B-</td>
<td>80.00-82.99</td>
</tr>
<tr>
<td>C+</td>
<td>77.00-79.99</td>
</tr>
<tr>
<td>C</td>
<td>73.00-76.99</td>
</tr>
<tr>
<td>C-</td>
<td>70.00-72.99</td>
</tr>
<tr>
<td>D</td>
<td>60.00-69.99</td>
</tr>
<tr>
<td>F</td>
<td>&lt;60.00</td>
</tr>
</tbody>
</table>

**Attendance:**
Attendance is essential to succeed in this course and I expect you to attend every class. Students who miss multiple classes will fall behind. Do not enroll if you anticipate substantial time conflicts. Students are responsible for obtaining any class information missed if absent.
**Electronics:**
Cell phones should be off before class begins. Laptop and computer usage is prohibited in the classroom.

**Respect:**
Treat your colleagues and the instructor with respect, sensitivity, and openness to new ideas. Distracting practices, such as entering late, leaving the room while class is in session, ringing and vibrating cell phones, excessively conversing with other students, leaving to get food, eating food, and conducting activities unrelated to class discussions are considered inappropriate behavior.

**Email:**
I will occasionally send class updates and information via GSU email. Students are expected to regularly check accounts for course information. Email is also the best way to reach me. Send email to my GSU address (not via iCollege) and I will respond within two business days.

**Academic Honesty:**
GSU guidelines on academic honesty will be enforced in this course, and students should be familiar with the GSU Policy on Academic Honesty posted online in section 409 in the Faculty Handbook (http://www2.gsu.edu/~wwfhb/sec400.html#409). It is your responsibility to ask questions if you are unclear about what is appropriate. Academic dishonesty violations can result in a penalty of a ‘0’ on the assignment or test, class failure, and expulsion from Georgia State University.

**Accommodation:**
Students who wish to request an accommodation for a disability may do so by registering with the Office of Disability Services. Students will only be accommodated upon issuance by the Office of Disability Services of a signed Accommodation Plan and are responsible for providing a copy of that Plan early in the semester to instructors in which an accommodation is sought.

**Course Evaluations:**
Your constructive assessment of this course plays an indispensable role in shaping education at Georgia State. Upon completing the course, please take time to fill out the online course evaluation.
**Basic Needs Security:**
Any student who faces challenges securing their food or housing and believes this may affect their performance in the course is urged to contact the Embark Network at Georgia State University. Additionally, please notify me if comfortable in doing so. The Embark Network provides assistance to students experiencing homelessness or the foster care system. This network, run through the Dean of Students Office, connects these students to on and off campus resources for assistance with food insecurity, housing, and other services. More information can be found by calling the Dean of Students office at (404)413-1515 or going to the website: [http://deanofstudents.gsu.edu/student-assistance/embark/](http://deanofstudents.gsu.edu/student-assistance/embark/).

**PMAP Career Services Office:**
The Department of Public Management and Policy (PMAP) provides career support services to all current PMAP students and alumni. Students are invited to meet with Colleen Perry, the Director of Career Services, to discuss resume writing, interviewing, job searching, internship development, and networking. To see what career panels, career fairs, and events are available this semester, please visit: [http://aysps.gsu.edu/paus/career.html](http://aysps.gsu.edu/paus/career.html). Make the most of your education by utilizing these great resources. Students are encouraged to arrange an individualized appointment with the Colleen by emailing: cperry25@gsu.edu.

**PMAP Community Network:**
The PMAP Community Network student organization aims to connect Public Management & Policy (PMAP) students, faculty and alumni through social functions, speakers and other events while enhancing the academic and social experiences of students in Public Management and Policy. The student organization is open undergraduate and graduate students.
**Course Schedule:**
This syllabus provides a general plan for this course; deviations may be necessary.

Class 1
Introduction & Frameworks
08/24


08/27  Last day to add/drop course

Class 2
Context
08/31


Class 3
Managing for Results
09/07  **Case Brief 1 due**


Class 4 Strategic Planning
09/14


Class 5 Strategic Management
09/21 Case Brief 2 due


10/10 Last day to withdraw from course

10/12 Midterm Exam


Class 10 Engaging Stakeholders and the Public
10/26


Class 11 Privatization and Contract Management
11/02 Case Brief 4 due


Class 12 Benchmarking
11/09

Class 13 Managing Change
11/16


11/23 No Class: Thanksgiving Holiday

Class 14 Reform and the Future
11/30 Case Brief 5 due


Class 15 Final Exam (from 4:15 pm until 6:45 pm)
12/07