

\*All start days are Monday; Course discussion forums run Monday-Sunday with preview day Sunday (access available for both weeks)  
 Non-textbook readings for each unit can be located through the Oncourse Tools Tab—Use unit headings to locate articles and case studies.

**DRAFT** 12-21-06 schedule v502sp07\_course\_schedule\_12\_21\_06.doc

Orosz	Public Mgt V-502 Online Jan-May 2007 Start date	Course Topics Schedule	Assigned Readings: Note: Assigned Reading should be completed by Monday unless specified. <del>Read ahead!</del>	Online Activities (detailed instructions in Unit> Section> Assignment>Agenda Item	Work Due Course weeks run Monday- Sunday
Week 1	Monday January 8th Classes start*	<b>UNIT 1: CREATING FOUNDATIONS:</b>  <b>Section 1:</b> Introductions and getting started	<b>Week 1 reading should be completed by Friday, January 12<sup>th</sup></b>  Read and print out these documents from the OnCourse syllabus tab:  <ul style="list-style-type: none"> <li>▪ Syllabus</li> <li>▪ Syllabus addendum</li> <li>▪ Course schedule</li> <li>▪ Navigation Tips for V502,</li> <li>▪ Course participation criteria</li> <li>▪ Start reading section 2's assigned online articles: Federalist Papers 10, 17, 47, 51; (listed under week 2, below)</li> </ul>	Introduce Self Discussion Forum (DF)  Familiarize with Course Web Site and Requirements  Learn how to access IUPUI's online library resources  Planet Governance DF	2 All-learning Community (ALC) DFs  <i>Note: Discussion Forums (DFs) are all accessible through the OnCourse In touch tab)</i>
Week 2	Tues. January 16 <sup>th</sup> : (Martin Luther King Day is Monday Jan. 15 <sup>th</sup> )	<b>Section 2, part A:</b> Federalist Papers	<b>Note: Unit 1 Section 2 part A online readings to be completed by Tuesday, January 16<sup>th</sup></b>  <ul style="list-style-type: none"> <li>▪ Selections from the Federalist Papers (#s 10, 17, 47, 51); (available on the web and through the Oncourse Unit 1 resources) <a href="http://lcweb2.loc.gov/const/fed/papers.html">http://lcweb2.loc.gov/const/fed/papers.html</a> (also Unit 1 Section 1)</li> <li>▪ The Federalist Papers in Modern Language (excerpt from M. Webster) *pdf document will be in Unit Resources</li> <li>▪ Get started on Unit One Section 2 part b assigned reading</li> </ul>	Discussion Forums (DF) on Federalist Papers 10, 17, 47, and 51	ALC DFs  Volunteer-prepared short summary ready <b>Tuesday January 23<sup>rd</sup></b> (ungraded, post summary to related ALC)
Week 3	Monday, January 22 <sup>nd</sup>	<b>Section 2, part B:</b> Federalist Papers, and the Public Sector Context	<b>Unit 1 Section 2 part B readings should be completed by Monday, January 22<sup>nd</sup></b> <ul style="list-style-type: none"> <li>• Shafritz and Russell (portions of chapter 1 found in Unit 1 Resources)</li> <li>• Anti Federalist positions (available on the web</li> </ul>	2 ALC on AntiFederalist positions: Contemporary Applications  ALC Applied and	4 ALC DFs  <i>Note: feedback on participation from JFO weeks</i>

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			<ul style="list-style-type: none"> <li>in OnCourse unit 1 resources) Agrippa: Essay III, Agrippa: Essay VII, and Centinel: Letter I.</li> <li>Rainey &amp; Bozeman (online article), see locating and downloading instructions in Unit 1.1 (library access item) and Course Resources</li> <li>Rainey (when textbook is available) Chapters 1, 3, and Preface</li> </ul>	<p>Academic Definitions of Public Administration</p> <p>ALC on the contexts of public and nonprofit organizations</p>	4 and 5)
Week 4	January 29 <sup>th</sup>	<b>Section 3:</b> Intergovernmental Relations and Federalism	<ul style="list-style-type: none"> <li>Ott and Russell, section 5, (required textbook, pages 150-190)</li> <li>Review Rainey and Bozeman article from week 3</li> <li>Agranoff, R. 2006. Inside collaborative networks: Ten lessons for public managers. <i>PAR</i> 66:6 56-65.</li> <li>Article on online learning by Michael G. Moore (1989) Three Types of Interaction," (<i>web location provided in Section 3 Course pages; short article</i>)</li> </ul>	<p>Group DF on Public-Private Differences</p> <p>Group DF Federalism and Education Policy</p> <p>ALC DF Reflective Thinking on Distance Learning</p>	<p>2 group DF: with group summary due February 5<sup>th</sup></p> <p>1 ALC DF</p>
Wk 5	February 5 <sup>th</sup>	<b>Section 4:</b> Politics and Administration	<ul style="list-style-type: none"> <li>Rainey Chapter 5</li> <li>Ott and Russell, Pages 1-25 and 30-36 [We will read Stivers' article on pages 26-29 later in the course]</li> <li>Nalbandian, J. 2005. Professionals and the conflicting forces of administrative modernization and management. <i>ARPA</i> 35:4 311-326</li> </ul>	<p>Evaluate Website Quality</p> <p>Interview project planning</p> <p>Group DF on contemporary example</p> <p>Group DF on Politics/Administration Experiences</p>	<p><i>Unit 1 essay questions distributed 2/9</i></p> <p>2 Group DF</p> <p>Group Post to ALC area on politics/admin cases—due Feb 12<sup>th</sup></p>
Wk 6	February 12 <sup>th</sup>	<b>UNIT 2: MANAGING PROCESSES AND PROGRAMS: Section</b>	<ul style="list-style-type: none"> <li>Ott &amp; Russell <ul style="list-style-type: none"> <li>Section 8 Holzer &amp; Callahan (pgs. 278-285)</li> </ul> </li> </ul>	Case Study: Individual work on GIS Mapping case	Work case questions 1 <sup>st</sup> as individuals (not

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		<b>1:</b> Technology and Public Policy	<ul style="list-style-type: none"> <li>Ellen Anderson &amp; Caroline Kennedy, Chapter on Technology and Privacy in Right to Privacy, 2<sup>nd</sup> edition (pdf file)</li> <li>Rainey Chapter 8</li> <li>GIS Mapping Case: Work through the individual assignments including web research in the Technology and Public Policy Case: DALIS in Delaware County, Ohio.</li> <li>Elhami GIS</li> </ul>	<p>Group DF: Technology and Public Policy: GIS Mapping</p> <p>ALC On Technology and Privacy</p>	<p>GIS case Group DF</p> <p>ALC DF</p>
Week 7	February 19 <sup>th</sup>	<b>SECTION 2:</b> Analytical Perspectives and Public Policy	<ul style="list-style-type: none"> <li>Rainey, chapter 7</li> <li>Ott and Russell:</li> <li>Section 14 (all, pgs 523-548);</li> <li>Holzer &amp; Callahan, pgs 278-285;</li> <li>Note that we read Romzek and Dubnick for the upcoming Columbia Discussions</li> <li>Behn, R. 1996. Public Management: Should it strive to be Art, Science, or Engineering? <u>Journal of Public Administration Research and Theory</u> 6:91-123. Available as pdf file.</li> </ul> <p>Case: Arizona Inmate Transfers</p>	<p>Group DF: case discussion Group Summary</p> <p>ALC Discussion Forum on Analytical Perspectives ( case ALC discussions— will carry over into week 8 if needed</p>	<p><b>Unit 1 essay questions due February 19<sup>th</sup></b></p> <p>Arizona Prison Transport Group Recommendation s Due 2/26</p>
Week 8	February 26 <sup>th</sup>  Please be sure to cover next Section [4] this week.	<b>SECTION 3:</b> Standards and Values in Public Management	<ul style="list-style-type: none"> <li>Case Example: NASA</li> <li>Ott and Russell: Read Romzek &amp; Dubnick (pgs 379-396; read when working on NASA &amp; Columbia assignments)</li> <li>Recent PA article on Columbia Investigation TBA</li> <li>Select from the NASA-related materials in Course Resources (has separate heading)</li> <li><b>Go on to Section 4</b></li> </ul>	ALC on NASA Management of Space Shuttle program	<p>2 ALC DFS</p> <p><b>Interview Proposals due Monday February 26<sup>th</sup></b></p>
	February 26 <sup>th</sup> (This is correct: still week 8; we	<b>SECTION 4:</b> Ethics challenges in the public and nonprofit sectors	<ul style="list-style-type: none"> <li>O&amp;R: Section 15 (pages 555-583) Pay particular attention to the supporting arguments used by Adams and Balfour</li> <li>Bowman, James S., Evan M. Perman, and</li> </ul>	<p>ALC Ethics Webliography</p> <p>Group DF Analyzing Codes of Ethics</p>	<p>ALC DF (1) Group DF (2)</p> <p><b>Unit 2 Essay</b></p>

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	are covering two sections this week.		Jonathan P. West. 2001. The Profession of Public Administration: An ethics Edge in Introductory textbooks? <u>Public Administration Review</u> 61:2, p. 194+.	Group DF Ethics-Related Challenges	<b>questions</b> Distributed on March 2 <sup>nd</sup>
Week 9	March 5 <sup>th</sup>	<b>UNIT 3: MANAGING RESOURCES IN PUBLIC &amp; NONPROFIT SECTORS: SECTION 1</b> Managing Human Resources	<ul style="list-style-type: none"> <li>Rainey chapters 9 and 10 pgs 219-288</li> <li>O&amp;R portions of sections 11 and 12: (Huddleston and Boyer (#30); Kearney and Rainey, chapters 9 and 10, pages 219-288</li> <li>Ott and Russell: Hays (#31, skim only); and Facer (#32) Frederickson (#33); Sack (#35, skim only pages 397-434)</li> <li><b>New! Moving up in the Organization (Case: read all 3 parts) pages 52-53; 144-149 (in unit 3 resources)</b></li> <li>Case Study: Division of Cultural Affairs</li> </ul>	<p>Group DF: on Cultural Affairs Case</p> <p>Group DF on Conflicting Values in Human Resource Management</p> <p>ALC Human Resources Questions DF</p>	<p>2 group DFs</p> <p>1 ALC DF</p>
Spring Break	Mon. March 12 <sup>th</sup> - Sun. March 18 <sup>th</sup>	Spring Break Spring Break Spring Break	Spring Break Spring Break Spring Break Spring Break Spring Break Spring Break Spring Break Spring Break	Spring Break Spring Break Spring Break Spring Break	Spring Break Spring Break Spring Break
Week 10	March 19 <sup>th</sup>	<b>SECTION 2:</b> Public and Nonprofit Budgeting	<ul style="list-style-type: none"> <li>Rainey Chapter 12, pages 332-352</li> <li>Ott and Russell section 13 (all, pgs 479-523)</li> <li>Seven Letters Budgeting Case</li> </ul>	<p>Group DF for Seven Letters Budget Case</p> <p>ALC Discussion Forum: Roles for Budgeteers:</p> <p>ALC DF on Case</p>	<b>Unit 2 Essays due Tuesday March 20<sup>th</sup></b> Group DF on case 2 ALC DFs
Week 11	March 26 <sup>th</sup>	<b>SECTION 3</b> Managing in the Public Sector: Strategic Management	<ul style="list-style-type: none"> <li>Rainey pages 169-179</li> <li>Strategic Management Case Study:</li> <li>Ott &amp; Russell, Section 9: Bryson (pages 314- 323, &amp; Mintzberg, (pages 324- -330) read all; skim Moore to page 345, then focus on pages 345-347)</li> <li>Landsbergen, David, and Orosz, Janet Foley. 1996. Why public managers should not be afraid to enter the "gray zone": Strategic</li> </ul>	<p>ALC discussion, con't.</p> <p>Organize for &amp; start Strategic Management Analysis Project [Group]</p> <p>ALC Strategic Management Discussion</p>	<p>2 Group DFs with posting to ALC</p> <p><b>Group strategic management case mini- project due Thursday, April 5<sup>th</sup></b></p>

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			<p>management and public law. <i>Administration &amp; Society</i> 28:2 (238-265). <i>skim this article</i></p> <ul style="list-style-type: none"> <li>Nutt and Backoff, Strategic Management (available through course site)</li> </ul>		
Week 12	April 2 <sup>nd</sup>	<b>SECTION 4:</b> Managing Reforms	<ul style="list-style-type: none"> <li>Rainey, chapter 6, pages 127-143</li> <li>Ott &amp; Russell, Section 4: skim Peters, pages 109-127; read Dilulio pages 144-149; skip Hodge</li> <li>Moynihan, Donald P. and Ingraham, Patricia W. 2003 Look for the silver lining: when performance-based accountability systems work. <i>Journal of Public Administration Research and Theory</i> 13:4 pp.469-490.</li> <li>Thompson, A. &amp; Perry, J. 2006. Collaboration processes: Inside the black box. <i>PAR</i> 66:6 pp. 20-32.</li> <li>Case Study on NASA shuttle program See NASA Material in Unit 2 section 3 resources</li> </ul>	<p>ALC Case DF Administrative Reform</p> <p>ALC DF Managing Reforms at NASA (Unit 3.3 and 4.1: ALC on NASA, Columbia, Challenger, and Cultural Reform)</p>	<p>2 ALC</p> <p><b>Group strategic management case mini-project due Thursday, April 5<sup>th</sup></b></p>
Week 13	April 9 <sup>th</sup>	<b>UNIT 4:</b> <b>BUREAUCRACIES AND OLD AND NEW ROLES FOR PUBLIC AND NONPROFIT MANAGERS</b> <b>SECTION 1:</b> Organizational Theory and Structure, & Bureaucracy	<ul style="list-style-type: none"> <li>Rainey chapter 2, page 22-54</li> <li>O&amp;R section 6: (pages 191-245; be sure to skim endnotes of Barzelay on pgs 211-217); pages 26-29 (Intro, Barzelay, Gortner et al, Mintzberg)</li> </ul>	<p>Group DF Unit 4.1-4.2</p> <p>ALC evaluate NGT usefulness: ALC DF Principles of Management</p> <p>ALC DF Contingency Approaches to Management</p> <p>ALC Critical Theory in Organizations</p>	<p>2-ALC carry over on NASA; NGT; ALC (select from 2 of 3)</p> <p><b>Interview Papers due in Drop Box Monday April 16<sup>th</sup> midnight</b></p>
Week 14	April 17 <sup>th</sup>	<b>SECTION 2:</b> Leadership and the Action Administrator	<ul style="list-style-type: none"> <li>Rainey, pages 143-146 (Competing Values model), chapter 11</li> <li>O&amp;R section 10 (selected); Intro, pages 352-359; Terry, pages 359-379; Riccucci, pgs</li> </ul>	<p>Group DF: Case Study TBA</p> <p>ALC DF (2) Public</p>	<p>1 page case summary due Tues. April 24<sup>th</sup> (ungraded)</p>

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		(combined with earlier week)	367-379; Also read Gortner et al, 218-233 <ul style="list-style-type: none"> <li>Stivers, Cam. 1994. The listening bureaucrat: Responsiveness in public administration. Public Administration Review 54: 4 pages 364-369. Available in course resources.</li> <li>Case Study: Rural Democracy or TBA</li> <li>King, Feltey &amp; Susel Authentic Participation</li> </ul>	Managers as Conservators	2-ALC
Wk 15	April 23 <sup>rd</sup>	<b>SECTION 3:</b> New Roles for Public Managers	<ul style="list-style-type: none"> <li>O&amp;R: Stivers (review)</li> <li>Cooper, Bryer, &amp; Meek. 2006. Citizen-centered collaborative management. <i>PAR 66: 6 pp76-88.</i></li> <li>Denhardt &amp; Dehardt, 2001. The new public service: Putting democracy first. National Civic Review 90: 4, 391-400. available online.</li> <li>Denhardt &amp; Denhardt: public service versus public administration (column available online)</li> <li>Farrel Heady Priorities for 2001 and beyond</li> <li>Rainey, Hal. Directions in public management</li> <li>King et al. <u>Government is US</u> (short news reading)</li> </ul>	ALC DF Citizen Participation  ALC Discussion Forum: Interviewing Managers  ALC Case Discussion (continued from week 14 if needed)  ALC DF Priorities	<b>Unit 4 Essay Questions</b> Distributed Friday April 20 <sup>th</sup>
Week 16	April 23 <sup>rd</sup> (that's correct!)	<b>SECTION 4:</b> Course wrap-up	<ul style="list-style-type: none"> <li>Bingham, L. Conclusion: 2006. Parallel play, not collaboration: missing questions, missing connections <i>PAR 66: 6 161-167.</i></li> <li>Course Evaluation</li> </ul>	ALC course feedback  ALC Discussion Interviewing Managers  Trends & observations on Managerial Advice (from tables)	3-ALC
	Classes End April 30 <sup>th</sup>				<b>Unit 4 Essay Questions due Monday April 30<sup>th</sup></b>