

Managing Public Service Organizations (MPSO)
NYU Wagner CORE-GP 1020
Fall 2016

Professor Patricia Satterstrom

Email: patricia.satterstrom@nyu.edu

Phone: 212-998-7458

Office: Puck Building, 3059

Office hours: Thursday, 4:00 – 5:30 pm or by appointment

Teaching Colleagues

Shelley Elizabeth Hoy, seh531@nyu.edu

Son T. Chau, stc361@nyu.edu (section 001 only)

Section 001

Time: Monday, 9:30 am to 12:15 pm

Location: TISC building, room LC11

Section 004

Time: Monday, 6:45 pm to 9:30 pm

Location: 194M Building, room 307

COURSE DESCRIPTION

The goal of Managing Public Service Organizations (MPSO) is to improve your managerial and leadership skills. You have likely already made significant individual contributions to your organizations. Within a few years of graduation, you will likely be called to manage a group or decide to start or lead an organization. MPSO is a core part of the Wagner curriculum because it is designed to enhance the technical, interpersonal, conceptual, and political skills all graduates need to run effective and efficient departments and organizations embedded in diverse communities and industries. In class, we will engage in a collective analysis of specific problems that leaders and managers face—diagnosing, debating, and selecting a leadership strategy—to explore how organizations can meet their performance objectives.

LEARNING OBJECTIVES AND SKILL DEVELOPMENT

The course combines conceptual and experiential approaches and is divided into four modules: (1) teams and teamwork, (2) interpersonal dynamics, (3) designing and aligning organizations, and (4) leading change. These readings will introduce key concepts and useful ways of thinking about common situations in complex organizations. Case studies, exercises, and in-class discussions provide opportunities to apply theories, concepts, and research findings to particular situations to hone your managerial and leadership skills. The written assignments require you to consolidate your insight and practice your analytical and communication skills.

<i>Learning objective</i>	<i>Supporting Skillset</i>
Analytical thinking	a. Break down problems b. Recognize and analyze complex relationships c. Reframe the way you approach people and situations
Lead and manage individuals, teams, and	a. Understand your strengths and weaknesses as a manager b. Examine your own behavior and beliefs about leadership and

organizations	managerial behavior, and contrast, debate, and integrate these ideas with the theories and observations of others c. Develop a self-improvement plan
Build and coach teams; teamwork	a. Learn when having teams is beneficial and when it is not b. Understand the components for launching an effective team c. Manage team/group processes, relationships, and responsibilities d. Use frameworks for evaluating team effectiveness
Use your power for good	a. Identify and learn to use your sources of power b. Learn about influence and motivation c. Use negotiation as a value-building tool d. Improve your decision-making skills e. Consider the role of ethics and how it is different from good intentions
Diversity	a. Identify the impact of different types of diversity on teams b. Explore the challenges and opportunities of diversity in organizations
Communication	a. Recognize the importance of clear communication with stakeholders b. Prepare effective, clear, organized written reports and presentations c. Conduct effective meetings and facilitate group/team discussions
Strategy	a. Analyze and develop a mission, vision, values, and goals b. Learn the key features of an organization's strategy c. Perform a strategic analysis of an organization
Strategic orientation	a. Analyze and assess environmental context b. Align organization, processes, and people to achieve strategy
Organizational problem solving	a. Understand and work within formal and informal structures b. Recognize and differentiate patterns/variations in organizational climate/culture c. Identify/analyze/assess/act on underlying issues
Leading change	a. Bring everything together to discover and engage in the complexities of effectively creating change

COURSE MATERIAL

Course cases, readings, exercises, and assignments will be posted on the course NYU Classes site at <http://newclasses.nyu.edu/>. You will need to purchase digital copies of cases and some readings; others can be accessed through the NYU library. If you have not activated your NYU Net ID or have forgotten your password, you can activate or change your password at <http://start.nyu.edu>. Some class announcements will also be distributed via e-mail. Thus, it is important that you actively use your NYU e-mail account, or have appropriate forwarding set up on NYU Home at: <https://home.nyu.edu/>.

STATEMENT OF ACADEMIC INTEGRITY

As members of the NYU Wagner community, we are all expected to adhere to high standards of intellectual and academic integrity. See the Wagner website for the Statement on Academic Integrity: <http://wagner.nyu.edu/students/policies>.

ASSESSMENT AND GRADING POLICY

Student grades will be based on:

Contribution to class discussion & learning	30%
Group member evaluations.....	5%
Three analytical memos.....	30%
Final individual paper.....	30%
Professionalism	5%

Contribution to class discussion and learning. Managerial and leadership practices are critical for organizational success, but they are nuanced and need to be applied thoughtfully with an eye to power, culture, and organizational alignment. Each of us brings different and relevant experiences to the classroom, so we will be learning from each other, challenging our assumptions and trying to understand the assumptions that drive our colleagues’ behavior. During the case discussions and exercises, you will be called on to analyze the situation at hand and share recommendations. The only way to conduct a sharp case analysis and contribute insightful comments is to read the case and articles carefully and complete the exercises, reflecting on how they inform situations you have experienced. I have kept mandatory readings to a minimum with the expectation that they will all be done; I include optional readings for those who want to dive deeper into particular topics.

Group work. You will self-select into study groups on the second day of class. At the start of each class, you will have the opportunity to discuss and debate the case analysis and recommendations before a group member is cold called to share his or her analysis with the class. You are expected to do all of the assigned reading on your own before class. The group can also choose to use the time to discuss the three analytical memos or exercises. Your group can choose to have a group leader for each module; that person would be responsible for making decisions and facilitating group discussions. You will be asked to evaluate yourself and each member of your group at the end of each module on two dimensions: (1) how much effort did this person put into the team’s discussion and memos; (2) how much did this person contribute to the learning of the other team members.

Three analytical memos. In your study group, you will analyze a case that you will hand in after each module. You will hand in a group memo that identifies the problem as you see it, analyzes the conditions that created the problem, recommends solutions, and provides support for your reasoning. The memo is addressed to your boss.

The final paper is an individual project that draws from every module in this course. You will have two options: (1) to design a new organization that addresses a need that you are professionally or personally interested in, or (2) to analyze a challenge you have experienced and create an action plan.

Professionalism includes arriving to class on time and prepared to engage with the cases, readings, and exercises that were assigned for homework. If you need to leave class early or late, please inform your professor. Please note that there will not be a separate recitation section—we will incorporate that time into the lecture, and you are expected to be in class the entire time so please plan accordingly. Your laptop should only be used for course-related purposes. If you need to keep your phone on (e.g., you are expecting critical medical news), please silence your phone and inform the professor in advance that you may need to take a call. If you have questions, please raise your hand and do not engage in side conversations since they are distracting to the faculty and students.

COURSE SURVEY. Please complete this introductory MPSO survey by September 8:
https://nyu.qualtrics.com/SE/?SID=SV_7X2ERzISvZ2uZ93