ARIZONA STATE UNIVERSITY  
School of Public Affairs  

PAF 591 Political Management  
Summer 2006  
http://asuonline.asu.edu

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Course Description and Objectives:  
This course is an intensive seminar designed to provide students with a broad understanding of concepts and skills that public executives and senior managers need for political leadership in governmental and not-for-profit organizations. The course will be organized around three themes: (1) defining public value; (2) building support and legitimacy; and (3) creating organizational capacity. Discussions will include issues related to ethics, advocacy, leading change and transformation, strategy formulation, and public accountability. Students will explore political management from a variety of perspectives, examining and analyzing the forces that influence public and not-for-profit organizations in Arizona. The focus is on effective leadership and its implications for managers in state, local and not-for-profit organizations. Through an understanding of the broader practical and theoretical perspectives underlying the current environment, students will be able to form their own views on effective political management.

Successful class members will:

• gain an awareness of the importance of values and ethics in management and leadership;
• gain an awareness of the societal values and political ideology inherent in public and not-for-profit administration;
• become familiar with how national and local political trends and issues influence political management in Arizona and in other states;
• become knowledgeable about public information and developing effective relationships with the media;
• develop an appreciation for the importance of careful policy analysis and program evaluation in determining the efficacy of programs;
• be able to formulate defensible policy positions;
• develop own personal framework for effectiveness.
**Required readings:**


[Please note: The Morrison Report and the Town Hall Report will be available on the course website and a copy of the Morrison Report will be provided to each student.]

**Optional Reference materials:**


Additional readings may be assigned in class.

**Additional Resources:**

http://tobaccofreekids.org/reports/settlements/

http://www.ncsl.org/programs/legman/elect/Sum-Tobacco.htm

http://www.ncsl.org/programs/health/tobaccoslides.htm

Course Requirements:

Each participant will be evaluated on:

• completion of readings (due to the intensive nature of the class, students are expected to complete the required readings before the first day of class);
• contributions to class discussions;
• wicked problem concept paper (I);
• participation in final team presentation;
• peer evaluations;
• personal framework for effectiveness concept paper (II).

Grading:

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<th>Percentage</th>
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<tbody>
<tr>
<td>Concept Paper I</td>
<td>10%</td>
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<tr>
<td>Concept Paper II</td>
<td>20%</td>
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<td>Role Play</td>
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<tr>
<td>Class Participation</td>
<td>20%</td>
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<tr>
<td>Final Team Presentation *</td>
<td>40%</td>
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* Graded through instructor and peer evaluation.

Class Format:

The class will be organized into three modules. Each will require reading, participation, and discussion. Due to the intensive nature of the class, students are expected to complete the required readings before the first day of class. Participants will be organized into learning teams, with each team being responsible for preparing and leading a case-study discussion for the final class project and for preparing evaluations of individual members’ participation. Details will be provided in class.

Calendar:

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Description</th>
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<tbody>
<tr>
<td>June 16-18</td>
<td>Introduction and Module One—Defining Public Values</td>
<td>Overview of course and active learning expectations; introduction to organizing framework for course; introduction to ASUonline; introduction to case study method; formation of learning teams; introduction of public values concept; illustrative case study; experiential exercises.</td>
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<tr>
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<td>Relevant Readings: Moore: Introduction and Part I; Morrison Institute Tobacco Tax Experience Report; AZ Town Hall Report</td>
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<td>Module Two—Building Support and Legitimacy</td>
<td>Introduction of building support and legitimacy; case studies; expert panel and values analysis; working with the media and with stakeholders.</td>
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<td>Relevant Readings: Moore: Part II; Lazenby book</td>
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<td>June 19-July 13</td>
<td>Individual and group work through ASUonline</td>
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Module Three—Creating Organizational Capacity

Introduction to organizational capacity building; case studies; expert panel and values analysis; program evaluation and public accountability.

Relevant Readings: Moore: Part III

Bringing It All Together—Strategic Framework for Effectiveness

Team presentations and role-plays Saturday afternoon and Sunday; final development of strategic effectiveness framework and class wrap-up.