

Managing Interorganizational Relations
Department of Public and International Affairs
University of North Carolina Wilmington
PLS 542, Section 001 – Fall 2017
Thursday 3:30-6:15pm; Leutze Hall 111

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Office Hours: By appointment

Course Description: This course examines theoretical and practical aspects integral to the management of interorganizational relations. Public, nonprofit, and for-profit organizations increasingly engage in collaborative approaches to create public value. Collaborations offer innovative and flexible responses, but present new and unique challenges. Students will gain an understanding of the trends that lead to the use of collaborations for providing public goods, the differences in managing traditional public hierarchies and managing networks, the tools for evaluating network processes, and the levers for improving these collaborative enterprises.

Required Books:

Goldsmith, Stephen & William Eggers. 2004. *Governing by Network: The New Shape of the Public Sector*. Washington, DC: Brookings Institution. ISBN: 9780815731290.

Gladwell, Malcolm. 2002. *The Tipping Point: How Little Things Can Make a Big Difference*. New York: Back Bay Books. ISBN: 9780316346627.

HBS Coursepack (cases to be purchased):

<http://cb.hbsp.harvard.edu/cbmp/access/66304570>

The books are available as used volumes online at substantial discount. Additional readings and cases will be handed out in class or via Blackboard, so check Blackboard daily.

Course Requirements

Cases (15% of grade): Students will brief 2 cases (2 single-spaced pages). Additional details will be provided in class or via Blackboard. Though only required to submit 2 case briefs, students are required to read all 5 cases and prepare for all case discussions.

Student-Led Discussions (20% of grade): Students will lead 3 reading discussions.

- **Reading Discussions:** Each week a team of students will lead a discussion of the readings. Every student will lead twice during the semester. The discussion may include technology (PowerPoint, Prezi, Daily Show,...) and must include thoughtful questions tied to the week's readings. Discussion questions must be distributed via

Blackboard at least 24hrs prior to the start of class. For these discussions to thrive, everyone must do the week's readings. Note: if you do not read or otherwise choose not to regularly participate, do not expect others to engage when it is your turn to lead.

Book Analysis (10% of grade): Students will write a paper that analyzes Malcolm Gladwell's *The Tipping Point* and connects the book's contents to the conceptual threads of the course.

Group Project (45% of grade): Groups will identify a public or nonprofit sector collaboration, analyze the collaboration, and provide recommendations. There are 3 deliverables:

- Presentation (Group): 30 minutes
- Written Report (Group): 20 pages
- Group Assessment & Reflection Paper (Individual): 4 double-spaced pages

Class Participation (10% of grade): Class sessions and assignments are designed to encourage collaborative learning. The instructor will not attempt to transfer information to the students through lecture and one-way communication. Rather, students and instructor alike will do their part to mutually engage the material to create and share knowledge. This requires that students are present, prepared, and engaged. Your participation grade is determined upon two factors:

- **Attendance:** Students are expected to attend all classes. Only a reasonable number of excused absences will be accepted. Unexcused absences will result in a reduction in the student's grade.
- **Participation:** Students are expected to come to class prepared to participate, which requires having carefully read and considered the readings. The quality, not the quantity, of your interactions is evaluated.
 - **Collaboration News Briefings:** As a means to generate discussion about specific instances of collaboration, students are required to present 3 news briefing to the class. Additional details will be provided in class or by Blackboard.

Basis for Grade: The following table summarizes the value of each assignment as a percent of the final grade.

Assignment	Value	Assignment	Value
Cases	15%	Discussion Leadership	20%
Team Project	45%	Class Participation	10%
Book Analysis	10%	Total	100%

Course Policies

Academic Assistance: The University Learning Center (ULC) provides free services to all UNCW students. Those services include: learning services, math services, study sessions, supplemental instruction, and writing services. For more information refer to their website:

www.uncw.edu/ulc

Students with Disabilities: Reasonable accommodations will be made for students with disabilities. Students with diagnosed disabilities should register with UNCW Disability Services. Please provide me a copy of the letter you receive from Disability Services detailing class accommodations you may need. If you require accommodation for test-taking, please make sure I have the referral letter no less than one week before the test. For more information refer to their website: www.uncw.edu/disability

Academic Integrity: All members of UNCW's community are expected to follow the academic Honor Code. Academic dishonesty in any form will not be tolerated in this class. All academic integrity violations will result in a failing grade for the course and will be reported to the University. Please read the UNCW Honor Code carefully (as covered in the UNCW Student Handbook): www.uncw.edu/odos/honorcode. Please be familiar with UNCW's position on plagiarism as outlined in the UNCW Student Handbook. Plagiarism is a form of academic dishonesty in which you take someone else's ideas and represent them as your own. Please note it is also possible to plagiarize yourself. If you use your work from a previous class or assignment in this class without proper citation, it is plagiarism (i.e., using the same paper, or substantial portions of the same paper, for two classes or assignments is not acceptable). It is always best to speak to the instructor prior to submitting a paper if there is a question regarding academic integrity.

Violence and Harassment: UNCW practices a zero tolerance policy for any kind of violent or harassing behavior. If you are experiencing an emergency of this type contact the police at 911 or UNCW CARE at 910-962-2273. Resources for individuals concerned with a violent or harassing situation can be located at www.uncw.edu/wsrc/crisis.html

Campus Respect Compact: UNCW has instituted a Seahawk Respect Compact to affirm our commitment to a civil community characterized by mutual respect. All students are expected to uphold these standards in the classroom and beyond. Please read the Compact: www.uncw.edu/diversity/documents/ApprovedSeahawkRespectCompact8x10.08.09.pdf

Personal Electronics: Cell phone use will not be tolerated in this class. Please turn off your cell phones prior to class and refrain from texting during class. Laptops may only be used for class related activity and only during lecture. Laptops must remain closed during the discussion of course readings. Laptops will be banned from the classroom for the rest of the semester if any laptop user is seen engaging in non-class related activity.

Submission of Assignments: All written assignments must be submitted electronically in a .docx format to Blackboard and as a hardcopy at the beginning of the class in which the assignment is due. Failure to submit the assignment in both formats will result in a deduction of ten points. All assignments must be in Times New Roman or Cambria 12-pt font, with 1-inch margins, and stapled or points will be deducted.

Late Assignments: Assignments not in the instructor's possession by the specified time on the due date are immediately subject to a ten point deduction. Each subsequent day (i.e., calendar day – including weekends and holidays) an assignment is late will be an additional deduction of ten points. If you are aware of possible conflicts before they occur, please notify the instructor at least one week in advance of any due dates to arrange alternate

accommodations. Informing the instructor of your intention to be absent does not waive your obligation to submit the work that is due, even where an excused absence is granted.

Grading Policy: The following percentages represent the letter grade equivalent. Please note that percentages do not round up (i.e., 89.99% is a B+ and does not round up to 90%).

A	93 – 100%	C	73 – 76%
A-	90 – 92%	C-	70 – 72%
B+	87 – 89%	D+	67 – 69%
B	83 - 86%	D	63 – 66%
B-	80 – 82%	D-	60 – 62%
C+	77 – 79%	F	59 or less

Semester Schedule (Subject to Change):

Date	Topic	Readings	Activities	Assignments
Aug 17	Introduction		<i>Syllabus review & Discussion sign up</i>	
Aug 24	New Public Management	Barzelay (1992) Osborne & Plastrik (1998) Kamensky (1996)		
Aug 31	The ReGo Myth	Goodsell (1993) Moe (1994) Denhardt & Denhardt (2000) Van Slyke (2003) Prentice & Brudney (2016_Chapter)	<i>Katrina Case</i>	
Sep 7	Managing Through Contracts	Behn & Kant (1999) Brown & Potoski (2004) Brown et al. (2006)	<i>Yogyakarta Case</i>	
Sep 14	Why Collaborate	Kettl (2006_AAPSS) Kettl (2006_PAR) Powell (1990) Podolny & Page (1998)	<i>September 11 Fund Case</i>	
Sep 21	Framing the Issue	Goldsmith & Eggers, Ch.1 Goldsmith & Eggers, Ch.2 Donahue & Zeckhauser (2011) Scarce et al. (2009)		
Sep 28	NO CLASS: PROJECT WORK DAY			
Oct 5	NO CLASS: FALL BREAK			

Oct 12	Governance & Design of Collaborations	Goldsmith & Eggers, Ch.4 Goldsmith & Eggers, Ch.5 Imperial et al. (2016_Governance)		
Oct 19	Collaboration & Leadership	Goldsmith & Eggers, Ch.7 Huxham & Vangen (2000) Imperial et al. (2016_Leadership)		<i>Book Analysis Paper Due</i>
Oct 26	Collaboration & Accountability	Goldsmith & Eggers, Ch.6 Bardach & Lesser (1996) Frederickson (2007) Page (2004)	<i>Hartford Youth Case</i>	
Nov 2	Government & Nonprofit Collaboration	Gazley & Brudney (2007) Gazley (2010) Sowa (2009)	<i>Child Protection Case</i>	
Nov 9	Do Collaborations Work?	Goldsmith & Eggers, Ch.3 Huxham & Vangen (2004) Shaw (2003) Prentice & Brudney (2016_Article)		
Nov 16	NO CLASS: PROJECT WORK DAY			
Nov 23	NO CLASS: THANKSGIVING HOLIDAY			
Nov 30	<i>Presentations</i>			<i>Group Paper Due</i>
Dec 6	<i>Final Assignments Due</i>			<i>Group Assessment & Reflection Paper Due</i>