Managing Inter-organizational Relationships PLS 542

UNCW: LH 110 Joint Sessions: King Hall 202

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Collaboration Across Sectors PUAD 5130

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Managing Inter-organizational Relationships PLS 542
Collaboration Across Sectors PUAD 5130

Fall 2012
Tuesday 4-6:45 MT/6:30-9:10 ET

Course Description: Organizations across all sectors increasingly respond to complex problems through involvement in networks and a variety of inter-organizational responses which potentially offer innovative and flexible responses. Unfortunately, managing networks is not necessarily the same as managing a single organization. This course seeks to introduce students to the possibilities and challenges of working in inter-organizational settings through exposure to a variety of professional and academic publications, applied learning opportunities, and a local network case study. At the end of the course, students will:

1. Understand the context and theoretical foundations of inter-organizational relationships in the public sector.
2. Use basic terms and concepts of networks to design and evaluate network relationships.
3. Understand the advantages and challenges of using networks and other inter-organizational arrangements to address public problems.
4. Be able to apply theoretical knowledge to the design, management, and evaluation of networks.

Unique Format of this course: This course is being taught in collaboration between Professor Varda at the University of Colorado Denver and Professor Paarlberg at the University of North Carolina Wilmington.

- Through cross campus meetings and participation in cross campus teams, participants will have the opportunity to learn about collaboration first hand. Participants will also benefit from local, regional and national speakers and have the opportunity to participate in an applied project with a national partner: New Hampshire Division of Public Health Services (DPHS), opportunities that would not have existed as a single campus class offering.
- Rather than using class times for lectures and a review of the readings, class time will be spent applying class readings to various cases and situations that we encounter through guest speakers, written cases, and simulations. This format requires that all students come to class prepared, having read all materials. If you have questions about the readings or would like to engage in further discussion about a particular issue, please see your faculty outside of the classroom or post a question on the class discussion board.

Required Texts: (all can be purchased at the UNCW bookstore or through various on-line sites, such as Amazon)

Donahue, John D. and Zeckhauser, Richard J. (2011). Collaborative Governance: Private roles for public goals in turbulent times. Princeton, NJ: Princeton University Press**.**

Linden, Russell M. (2010). Leading Across Boundaries: Creating collaborative agencies in a networked world. Jossey-Bass.

Holley, June (2012). Network Weaver Handbook: A Guide to Transformational Networks. Athens, OH: Network Weaver Publishing.

Other resources, such as additional cases or journal articles, will be available on Blackboard (BB) or through the library electronic databases. If you are not available to find a resource, please let us know. Similarly, if you find a great resource that you think will benefit your peers, please share it.

Cases Studies (Sept 25, Oct 23, and Nov 20):

9/25: Kennedy School of Government: The Challenge of Multi-Agency Collaboration: Launching a Large-Scale Youth Development Project in Hartford (KSG: **1673.2)**

10/23: Guardian Ad Litem of Madison County (BB) : http://www.maxwell.syr.edu/uploadedFiles/parcc/eparcc/cases/Engbers-GAL%20Case%202011.pdf

11/20: City Park (BB): City Park: Community Collaboration and Rotating Facilitator Exercise http://www.maxwell.syr.edu/uploadedFiles/parcc/eparcc/simulations/2012.3%20Stephens-Morse.pdf

Communication: There are several ways to communicate with us—by phone, stop by our offices, e-mail, or post a question on the joint class discussion board. It is necessary for all students to have a campus e-mail account and be able to access the shared Blackboard site. We will be sending out announcements/ changes/updates/clarifications using these systems. .

Format: If you send an e-mail, it is very helpful if you begin your subject heading for each e-mail with the course number and then what it pertains to.

eg: Subject: PLS 542: Question about readings <OR> PUAD 5130: Questions about readings

Blackboard: Our shared class platform will be hosted on the UNCW Blackboard system. All assignments will be posted and handed in on Blackboard Learn https://learn.uncw.edu/webapps/login/

Cell Phones, *laptops* *and all other electronic communication systems* *which I may not have thought of*: Please turn off and put away all electronic and communication devices before entering the class room. [Only emergency personnel and individuals with outside emergency situations are allowed to keep communications devices—set to vibrate-- on during class]. No texting or checking messages during class. In addition, laptop computers will not be allowed to be open and on during class sessions, except during clearly designated group work times.

Class Format: unlike traditional classes in which instructors use the class period to review readings, most of our classes will involve case analysis and discussions with local and national leaders, both professionals and thought leaders.

Participation: To maximize the effectiveness of this course, you are expected to fully participate in all class discussions and activities. Come to class prepared, having read the readings and ready to participate in class discussions. Participation is evaluated on the quality, not quantity, of your interactions. You will not receive "points" for being present or absent. Give the nature of the class—inter-organizational relationships, you will work in teams through much of the semester.

The challenge is on!

Project Teams: Early in the semester, each student will be assigned to a cross-campus team. These teams will be made up of students from the University of North Carolina Wilmington and the University of Colorado Denver. Your team will be responsible for finding creative and effective solutions to work across class boundaries to analyze and provide recommendations to a real public-private partnership. You will be expected to develop the best way to communicate with your team, using available technology and social media.

Your project team is also one form of network-a network of individuals rather than organizations. Many of the same principles of effective networks apply to team work.

- Take time to get to know each other, including individual skills and strengths.
- Establish expectations for individual members. Examples include:
    - Complete any tasks that the group assigns to its members
    - Attend all meetings and arrive on time
    - Positively participate during the sessions in ways that further the work of the group
    - Be open to new ideas.
- Conduct periodic self-assessments to determine whether the project team is working successfully (Is too much work being required? Is the time in team meetings well spent? Are we using the best tools/platforms to connect and coordinate with each other)

<u>**General Guidelines for Written Papers**</u>

Please utilize the following criteria for submitting all written assignments: Assignments that do not follow these guidelines will reflect a lower grade: (1) Word processed, <u>double-space</u> text; (2) Use 12-point type (Times New Roman is preferred); (3) 1 inch margins all around; (4) Include all team member names in the header of the report & paginate in the footer: (5) Proofread, spell-check and ensure that your written assignment is professional in appearance; (6) Use APA citations for attribution of writing, or ideas of other authors must be indicated through the use of citations. Citation resources: http://library.uncw.edu/web/research/citation/citingsources.html

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Tips for Effective Writing in PLS 542/PAUD5130

1. Be upfront and clear about the purpose of your writing and the direction it will take —providing an introduction to your paper and your findings.
2. Use theoretical concepts to support your analysis and recommendations. Draw upon network concepts to support your analysis.

C Paper: Demonstrates that the student read the course material; "Given what we know now, the manager should have obviously done something different."

B Paper: The student understands key concepts; "The manager should have taken different action based upon logical reasoning or common experience."

A Paper: The student expands class readings. " The manager should have done "x" because of the cause and effect that theory/concept "y" implies." Also demonstrates that the student has explored additional materials/resources on the background of the care / or theoretical concepts.

PLAGARISM: ALL WORK MUST BE STUDENT'S OWN. Any student who is caught plagiarizing another's work will receive "0" points for that assignment and may be subject to University disciplinary action. FOR FURTHER INFORMATION ABOUT PLAGARISM—WHAT IS IS AND HOW TO AVOID IT see "How to Avoid Plagiarism."
http://www.uncw.edu/stuaff/uls/documents/Plagiarism_000.pdf   OR
http://www.ucdenver.edu/academics/colleges/CLAS/Centers/writing/resources/Pages/plagiarism.aspx

LATE ASSIGNMENTS WILL not be accepted.
NO INCOMPLETES WILL BE GIVEN WITHOUT DOCUMENTATION OF NEED.

Assignments

In addition to points for participation (200 points), you will have several assignments. These include a literature review (turned in as an individual assignment, 200 points), a network analysis of a simulated community network (turned in as a team assignment, 200 points), and a case study requiring original data collection/analysis/recommendations documented by a final report (300 points) and presentation (100 points) (turned in as a group assignment). Details on assignments are below. You will also get handouts to guide you through each of these assignments.

Participation (individual) On-going

Your participation grade will be based upon a variety of factors, including your participation in in-class and on-line discussions, your reflections of the "team experience," and your team mates' reflection on your team participation and contributions. Specific participation activities include:

- Initial reflection of teams
- Team Assessment II
- Team Assessment III

Literature Review (Individual). Due: 9/18

Choose one of the big questions of network management posed by top scholars, either historically or recently, and prepare a review of what we know about that question now. Your question should be of interest to professionals. What research has tackled that question –ie-what do we know about that issue?

O'Toole, L. J. (1997). Treating Networks Seriously: Practical and Research-Based Agendas in Public Administration. *Public Administration Review*. 57(1), 45-52.

Agranoff, R., & McGuire, M. (2001). Big Questions in Public Network Management Research. *Journal of Public Administration Research and Theory*. 11(3), 295-326.

Isett, K. et al. (2011). Networks in Public Administration Scholarship: Understanding Where We are and Where We Need to Go. Journal Public Administration Research and Theory. 21(s): 157-173.

Network Analysis of Simulated Community Network (Cross Campus group) Due: 10/16/11

Using the PARTNER simulation, each team will be assigned a "role". You will complete the following assignment as that role.

- **Analyze** network structure and your assigned organization's role in the network. Based upon your group's role:
    1. Describe the network, including who is working with whom. From your role, who do you most commonly work with on the issue of homelessness?
    2. Which organizations have the most frequent interactions? Which have the next most frequent interaction? What can frequency tell you about the strength of the relationship? Who does your organization most frequently work with on issues related to homelessness?
    3. What are the most significant resource contributions of each organization? What are your most significant contributions?
- **Recommend** steps that could be taken to strengthen the network structure and that are reasonable and feasible given the interests of your organization.

Case Study (Cross Campus Group) Paper Due: 11/27 Presentation Due: 12/4

You will spend the second half of the semester collecting and analyzing original data from a real collaboration. With your team, you will analyze a PARTNER dataset from a community collaborative. You final paper and presentation will build on the entire semester's materials to analyze network data and provide a set of recommendations to a real-world client. More information on this assignment will be provided in a handout during the semester.

Assignment	Points
Class Contribution: Including participation, attendance, team reflections	200
Simulation Network Analysis & Recommendations (group)	200
Literature Review	200
Case Study (group): Presentation (100 points, written report 300 points)	400
Total	1000

Grades:

A = 93% +   A- = 90-92%
B+ = 87-89%   B = 83-86%   B- = 80-82%
C+ = 77-79%   C = 73-76%   C- = 70-72%
F = < 70%

Class Schedule & Readings/Assignments (subject to change based upon guest speaker availability, acts of nature and other interesting world events.)

*JOINT UNCW/UCD CLASSES

Week	Topic | Readings
Week 0 8/21 **(UCD only)**	**Welcome!** Movie Screening: Connected http://connectedthefilm.com/

Week 1* 8/28	**A New Form of Organizing & Class Introduction (joint UNCW/UCD)**
	
	Readings:
	Donahue & Zeckhauser, Ch 1—3
	Kania, J. & Kramer, M. (2011) Collective Impact. Stanford Social Innovation Review. Winter.
	      http://www.ssireview.org/articles/entry/collective_impact
	http://www.ssireview.org/blog/entry/channeling_change_making_collective_impact_work
	Todeva, E., & Knoke, D. (2005). Strategic alliances and models of collaboration. Management
	      Decision, 43(1), 123-148.
	Austin, J.E. (2000). Strategic Collaboration Between Nonprofits and Business. Nonprofit
	      Voluntary Sector Quarterly. 29(1s): 69-97.
	
	Activity: Complete Student Survey 1

Week 2 9/4	**Why networks? Why collaboration?** Readings: Donahue & Zeckhauser, ch 4-7 Burt, R. (2004). Structural Holes and Good Ideas. *AJS* 110 (2): 349–99 Granovetter, M (1983) The Strength of Weak Ties. A Network Theory Revisited. *Sociological Theory*. 201-233 **Preparation Activity:** Identify 1 newspaper article in a local or national newspaper that describes an inter-organizational response to an issue. Why is thus issue addressed through an

	inter-organizational response?
Week 3* 9/11	**Network Analysis** *(Joint UNCW/UCD)* Readings: Varda, D. M.; Anita Chandra, Stefanie Stern, and Nicole Lurie (2008). Core Dimensions of Connectivity in Public Health Collaboratives. *Journal of Public Health Management and Practice*, 14(5): E1-E7 Borgatti, S.P. (2009). Network Analysis in the Social Sciences. *Science*. 323: 892-895. Holley, June (2012). Network Weaver Handbook: A Guide to Transformational Networks. Athens, OH: Network Weaver Publishing. CHAPTER 4 Krackhardt, D. and J.R. Hanson (1993). Informal Networks: The Company Behind the Chart. *Harvard Business Review,* July-August 1993. **Preparation Activities:** 1. Read about PARTNER : http://www.partnertool.net/ 2. WATCH WEB DEMOS/READ TECHNICAL MANAUL: **http://www.partnertool.net/getting-started/** 3. Download PARTNER SIMULATION to your laptop. Bring your laptop to class. NOTE: THE PARTNER TOOL IS NOT STABLE WITH APPLE OPERATING SYSTEMS.
Week 4* 9/18 Lit Review Due	**Network Challenges** *(Joint UNCW/UCD)* ***Guest Speakers:*** *Blue Ribbon Commission on Youth Violence (panel)* http://www.uwcfa.org/brc Readings: Goldsmith and Eggers , Ch 3 (BB) Linden, Ch 1
Week 5 * 9/25	**Fostering Collaboration** *(Joint UNCW/UCD)* ***Guest Speaker:*** Dr. Darrin Hicks, University of Denver Readings: Linden, Ch 6-10 Johnston, E.W., D. Hicks, N.Nan, and J.C. Auer. (2010) Managing the Inclusion Process in Collaborative Governance. *Journal of Public Administration Research and Theory. (BB)* **CASE:** The Challenge of Multi-Agency Collaboration: Launching a Large-Scale Youth Development Project in Hartford (KSG: **1673.2**) **Be prepared to discuss these questions:** 1. What were the strengths of this collaboration? Based upon our reading and Professor Hick's discussion, what did they do right when they started the collaboration? 2. Conversely, what were the weaknesses of this collaboration? 3. If you were to start the collaboration over, what would you have done differently to form a stronger collaboration? 4. Given where the collaboration is now, what steps would you take to improve the likelihood of success? **Reflection assignment:** Complete Survey 2
Week 6 10/02	**The Technology of Collaboration (virtual class)** Readings: Scearce, D.; Kasper, G. and McLeod Grant. Working Wikily 2.0. (2010). *Stanford Social Innovation Review.* *Preparation Activity:* 1. Find an example of innovative technologies that companies/organizations/agencies are using to communicate with their clients, stakeholders, partners, etc. This may include different ways of presenting information, communicating across boundaries, or assessing/evaluating collaboration. Be prepared to discuss examples in an online forum providing details/examples. 2. You will be assigned a different type of social media, including Skype, Facebook, Twitter Dropbox, Blackboard, E-College, etc. We will depend on you to orient the class to how a manager might use these resources in their work.
10/09	UNCW: NO CLASS 10/09 Fall Break **UCD: Negotiation and Conflict Resolution** Readings: O'Leary and Bingham (2007) A Manager's Guide to Resolving Conflicts in Collaborative

	Networks. http://www.businessofgovernment.org/report/managers-guide-resolving-conflicts-collaborative-networks Mohr, J. and Spekman, R. (1994), Characteristics of partnership success: Partnership attributes, communication behavior, and conflict resolution techniques. Strategic Management Journal, 15: 135–152. **Case Study:** City Park: Community Collaboration and Rotating Facilitator Exercise http://www.maxwell.syr.edu/uploadedFiles/parcc/eparcc/simulations/2012.3%20Stephens-Morse.pdf
Week 7* 10/16 Network Analysis Due	**Network Governance** *(Joint UNCW/UCD)* Guest Speaker: Tanya Hiekkila Readings: Gerlak, A.K. and T. Heikkila (2011). Building a Theory of Learning in Collaboratives: Evidence from the Everglades Restoration Program. *Journal of Public Administration Research and Theory*. 21(4): 619-644. Provan and Kenis (2007). Modes of Network Governance: Structure, Management and Effectiveness. JPART. 18: 229-252. Provan and Milward. (2003). Managing the Hollow State. *Public Management Review*. 5(1): 1-18. Agranoff, Ch 6: Collaborarchy: A Different Kind of Management. *Managing within networks: adding value to public organizations (BB)* Goldsmith and Eggers , Ch.4
Week 8 10/23	**Collaborative Leadership** Readings: *Ingraham, Patricia. (2009). Leadership in the Unglued Organization. Pp. in Jeffrey A. Raffel, Peter Leisink, Anthony E. Middlebrooks, eds. Public sector leadership: international challenges and perspectives* *Ospina, S. & Foldy, E. (2010). Building bridges from the margins: The work of leadership in social change organizations. The Leadership Quarterly. 21(2): 292-307.* *Page, S. (2010). Integrative leadership for collaborative governance. Civic engagement in Seattle. The Leadership Quarterly. 21(2): 246-263.* *Check out:* Letters from the Field: Case Studies of Exemplary Collaborative Managers," Public Administration Review. 66(1); 141-160. **Case Study:** Guardian Ad Litem of Madison County: http://www.maxwell.syr.edu/uploadedFiles/parcc/eparcc/cases/Engbers-GAL%20Case%202011.pdf
Week 9* 10/30	**Managing through grants and contracts** *(Joint UNCW/UCD)* *Guest Speakers: The Bald Head Island Public/Private Partnership: Calvin Peck (Bald Head IslandVillage - http://www.villagebhi.org/) & Suzanne Dorsey Bald Head Island Conservancy (http://www.bhic.org/).* *In preparation for this class, please review an earlier presentation and a class project associated with this partnership. There are links to both on Blackboard.* Readings: Salamon, Lester (2002).Tools of Government, Ch 1, Oxford University Press. (available on Google Books)Smith, S.R. and Judith Smyth. Contracting for Services in a Decentralized System. *Journal of Public Administration Research and Theory: J-PART* , Vol. 6, No. 2, Symposium on the Hollow State: Capacity, Control, and Performance in Interorganizational Settings (Apr., 1996), pp. 277-296 Van Slyke, D.M. (2006). Agents or Stewards: Using Theory to Understand the Government-Nonprofit Social Service Contracting Relationship. Journal of Public Administration Research and Theory. 17: 157-187. Behn, R.D. and Kant, P. (1999). Strategies for Avoiding the Pitfalls of Performance Contracting. Public Productivity and Management Review. 22(4): 470-489. McNamara, M.W. and Morris, J.C. (2008). Walking the High Wire: A Practical Guide to Balancing Accountability and Competition in Public Service Arrangements. Public

	Works Management Policy. 12(4): pp. 568-577
Week 10* 11/6	**Network Management** (Joint UNCW/UCD) *Guest Speaker: June Holley, Network Weaving* <u>Readings:</u> Holley, June (2012). Network Weaver Handbook: A Guide to Transformational Networks. Athens, OH: Network Weaver Publishing. Provan and Milward. (2006). A Manager's Guide to Choosing and Using Collaborative Networks. IBM Center for the Business of Government. (pp. 18-25)
Week 11 11/13	**Evaluating the Performance of Collaboratives and Networks** <u>Readings:</u> Provan and Milward. (2006). A Manager's Guide to Choosing and Using Collaborative Networks. IBM Center for the Business of Government. (pp. 1-17) Kapucu, Naim & Demiroz, Fatih (2011) Measuring Performance for Collaborative Public Management Using Network Analysis Methods and Tools. *Public Performance & Management Review* 34(4). Provan and Milward (1995). A Preliminary Theory of Network Effectiveness: A Comparative Study of Four Mental Health Systems. *Administrative Science Quarterly*. 40(1): 1-33 Frey, B.; Lohmeier, J.H.; Lee, S.W. and Tollefson, N. (2006). Measuring Collaboration Among Grant Partners. American Journal of Evaluation. 27 (3): 383-392. **Check out**: Public Management Review. Vol 10, Issue 6, 2008: Special Issue: Collaborative Networks: New Performance Challenges.
Week 12 11/20	<mark>**UCD: NO CLASS - Fall Break**</mark> **UNCW: Negotiation and Conflict Resolution** <u>Readings:</u> O'Leary and Bingham (2007) A Manager's Guide to Resolving Conflicts in Collaborative Networks. http://www.businessofgovernment.org/report/managers-guide-resolving-conflicts-collaborative-networks Mohr, J. and Spekman, R. (1994), Characteristics of partnership success: Partnership attributes, communication behavior, and conflict resolution techniques. Strategic Management Journal, 15: 135–152. **Case Study:** City Park: Community Collaboration and Rotating Facilitator Exercise http://www.maxwell.syr.edu/uploadedFiles/parcc/eparcc/simulations/2012.3%20Stephens-Morse.pdf
Week 13 * 11/27 Projects Due	**Sustaining Collaboration** *(Joint UNC/UCD)* *Guest Speaker:* Tamara Eldridge, MPH, Cape Fear HealthNet http://www.capefearhealthnet.org/ <u>Readings:</u> Linden, R. Ch 11-13 Donahue & Zeckhauser, Ch. 8-10. Gajda, R. (2004). Utilizing collaboration theory to evaluate strategic alliances. American Journal of Evaluation, 25(1), 65-77.
Week 14 **12/4** Presentations	**Presentations** *(Joint UNC/UCD)*