



FALL 2024

PA 6370.0W1- PROJECT AND CONTRACT MANAGEMENT

COURSE SYLLABUS

Instructor: Dr. Memduh Tura
Course Location: Online
Contact: (email only): memduh.tura@utdallas.edu
Office: GR 3.108B
Office Hours: (Teams only) by appointment
Class Meetings: This is a Remote class offered over the Internet. All course materials may be found on UTD's eLearning site at <https://elearning.utdallas.edu>

COURSE DESCRIPTION AND OBJECTIVES

Description:

This online course explores the transformation of governance through the lens of New Public Management (NPM), which promotes the adoption of private sector practices to enhance efficiency and accountability in the public sector. Central to these reforms are strategies like contracting out, privatization, asset sales, vouchers, franchise agreements, deregulation, and other approaches that transfer the production of government goods and services to private entities.

The course is designed to provide students with a comprehensive understanding of both the theoretical and practical aspects of these practices. The first half of the course delves into the theoretical foundations of contracting out and outsourcing policies, examining their role as tools for policymaking. The second half shifts focus to the practical challenges and strategies involved in managing contracts within the public sector.

By the end of the course, students will have gained valuable insights into alternative mechanisms for public service delivery and will be well-equipped to navigate the complexities of contract management in the public sector.

Objectives:

By the end of this course, students will be able to:

- **Develop** a conception of the theoretical and practical issues involved in contract and project management.
- **Develop** knowledge of the important components or dimensions of New Public Management, NPR, third party governance, third party governance economics, interorganizational networks, and the legal environment of contracting out.
- **Learn** the state of knowledge and application of contracting out.
- **Learn** many important concepts and ideas relevant to contracting out, including managing and organizing service contracts, planning and awarding contracts, preparing and monitoring contracts, and many others.
- **Engage** in discussions and exercises to develop a sense of how to apply the topics and ideas covered in the course.

Expectations:

Students are expected to:

- **Actively participate** in class discussions.
- **Complete** readings, assignments and exams on time.
- **Engage** critically with the course materials.
- **Demonstrate** a sense of how to apply theoretical concepts in practice.
- **Submit** work of master-level quality.

COURSE REQUIREMENTS

Required Reading

*Cohen, Steven, and William Eimicke (2008) **The Responsible Contract Manager: Protecting the Public Interest in an Outsourced World.** Public Management and Change. Washington, D.C.: Georgetown University Press.*

In addition, students will be required to review supplemental readings outlined in the syllabus below. The journal articles assigned for the semester can be accessed through the UTD Library website (<http://www.utdallas.edu/library>).

CLASS FORMAT AND INSTRUCTOR'S EXPECTATIONS

This course is entirely web-based, and all work will be completed online through UTD's eLearning site, therefore we will not be meeting in person for classes. The class format will consist of power point presentations (main points for each week), discussion boards, critiques, and a midterm and final exam. Even though we will not be meeting face to face, you are responsible for reading the assigned course material each week so that you can participate in online discussions and successfully.

INTERACTION EXPECTATIONS

Traditional classes, unlike online classes, meet at a specific time and are placed on a regular schedule. The remote course offers the participants the opportunity to interact asynchronously; this means that the participants most likely **will not be "in" the online classroom at the same time**. Our interactions will take place on the discussion board forum.

GRADING:

Your final grade will be awarded based on the following scale. Grades for all assignments and tests will be available in the grade book in eLearning.

- Weekly discussions (12 discussion posts x 4 point each): **48 points**
- Critique: **12 points**
- Exam 1: **20 points**
- Exam 2: **20 points**

ASSIGNMENTS

1. DISCUSSION BOARD (48 points)

1.a. Discussion (3 point per week)

Although we will not be holding discussions in a traditional classroom setting, we will have virtual conversations on the online discussion board. There will be **12 discussion topics** posted throughout the course of this semester; the professor will post one discussion

question each week related to the readings. In order to receive full credit for this component of the course, **you will be required to write 12 original posts over the course of the semester (minimum of 200 meaningful words each week for the first post).**

This is the most important component of the course – you will learn as much from the materials as from your peers, if not more. You will learn best by actively participating in the discussions and reflecting on the readings by applying it to day-to-day public activities and your experiences.

Your work on the Discussion Board includes regular threaded discussions and activities. Interaction on the discussion board will be monitored throughout the week. **This posting is due by midnight Central Standard Time on Friday of each week.**

1.b. Peer Response – (0.5 each 1-point total per week)

Each student is required to respond/comment on at least **two different** discussion postings of classmates. There is no particular word limit to the responses you provide to your peers. However, short responses such as: “I agree,” “You are right” etc. will NOT be graded. Your responses should be logical, reasoned, and well supported. The responses should not all be made at once, but spread out, to allow discussions to develop. **At least two responses to postings of colleagues are due by midnight on Sunday.**

Please Note: Each assignment link will be deactivated after the assignment due time. After your submission is graded, you may go to My Grades on the course menu and click the score link to check the results and feedback.

2. CRITIQUE (12 points)

Write a 4–5-page critique on any ONE topic from the assigned readings. Your critique should reference at least **three readings** related to the chosen topic.

This is not a summary exercise—summaries will receive lower grades. Instead, focus on discussing your thoughts, including general themes, disagreements, and insights that can be applied to current events. Address the following: What were the major themes? What would you challenge? What are the implications for contracting out in public organizations?

The critique is due on **November 10th.**

3. EXAMS (40 points)

An open book mid-term and final examination is scheduled the week of **October 7-11** and **December 2-5**. The format is multiple choice and/or short-essay style questions. This will be a take home test. Exam questions will be posted on eLearning and students will have **48 hours** to submit their answers.

ASSIGNMENT SUBMISSION INSTRUCTIONS

Locate the assignment in your eLearning course. You will submit your assignments in the required file format with a simple file name and a file extension. To submit your assignment, click the assignment name link and follow the on-screen instructions to upload and submit your file(s) on eLearning.

TECHNICAL REQUIREMENTS

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important technical requirements on the Getting Started with eLearning webpage.

INTERNET ACCESS

All coursework and reading assignments will be provided electronically on the Internet. Activities will include streaming and watching videos as well as completing exams and assignments online. These activities are not possible on anything other than a high-speed Internet connection. Remember computer technology can be unreliable, so plan ahead. If you run into trouble, send me an email IMMEDIATELY to document the problem. Or you may send an email to the UTD Computing Help Desk (assist@utdallas.edu) and copy me on the email. If your problem is related specifically to eLearning, call the help desk anytime at 1-866- 588-3192 and ask for an email copy of your ticket, which you can then forward to me for verification.

Course Access and Navigation

- This course can be accessed using your UT Dallas NetID account on the eLearning website.
- Please see the course access and navigation section of the Getting Started with eLearning webpage for more information.

- To become familiar with the eLearning tool, please see the Student eLearning Tutorials webpage.
- UT Dallas provides eLearning technical support 24 hours a day, 7 days a week. The eLearning Support Center includes a toll-free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service.

Communication

This course utilizes online tools for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. For more details, please visit the Student eLearning Tutorials webpage for video demonstrations on eLearning tools. Student emails and discussion board messages will be answered within 3 working days under normal circumstances.

Distance Learning Student Resources

Online students have access to resources including the McDermott Library, Academic Advising, The Office of Student Access Ability, and many others. Please see the eLearning Current Students webpage for more information

Server Unavailability or Other Technical Difficulties

The University is committed to providing a reliable learning management system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will provide appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the online eLearning Help Desk. The instructor and the eLearning Help Desk will work with the student to resolve any issues at the earliest possible time.

ACADEMIC SUPPORT RESOURCES

The information contained in the following link lists the University's academic support resources for all students. Please go to <https://www.utdallas.edu/academics/academic-resources/> for these policies

UT DALLAS SYLLABUS POLICIES AND PROCEDURES

The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus. Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

WEEKLY TOPICS

| # | WEEK | TOPICS | NOTES | ASSESSMENT AND DUE DATES |
|---|---------------|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | 19-23 August | Introduction & Syllabus Review | | |
| 2 | 26-30 August | Public Management in the 21st Century & New Public Management | <ul style="list-style-type: none"> • Lynn, Jr., Laurence E. 1998. "The New Public Management: How to Transform a Theme into a Legacy." <i>Public Administration Review</i>. 58(3): 231-237. • Terry, Larry D. 1998. "Administrative Leadership, Neo-Managerialism and the Public Management Movement." <i>Public Administration Review</i>. 58(3): 194-200. • Kettl, Donald F. 2000. "The Transformation of Governance: Globalization, Devolution, and the Role of Government." <i>Public Administration Review</i>. 60(6): 488-497. • Mergel, I., Ganapati, S. and Whitford, A.B., 2020. "Agile: A New Way of Governing." <i>Public Administration Review</i>. | <p>Readings and Discussion Board Postings</p> <p>The initial posting is due by Friday at 11:59 PM</p> <p>2 Peer responses are due by Sunday at 11:59 PM</p> |
| 3 | 2-6 September | Third Party Governance | <ul style="list-style-type: none"> • Moe, Ronald C. 1987. "Exploring the Limits of Privatization." <i>Public Administration Review</i>. 47(6): 453-460. • Romzek, Barbara S., and Jocelyn M. Johnston. 2005. "State Social Services Contracting: Exploring the Determinants of Effective Contract Accountability." <i>Public Administration Review</i> 65(4): 436-449. • Van Slyke, David M. 2007. "Agents or Stewards: Using Theory to Understand the Government- | <p>Readings and Discussion Board Postings</p> <p>The initial posting is due by Friday at 11:59 PM</p> <p>2 Peer responses are due by Sunday at 11:59 PM</p> |

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| | | | <p>Nonprofit Social Service Contracting Relationship." <i>Journal of Public Administration Research and Theory</i> 17(2): 157-187.</p> <ul style="list-style-type: none"> • Girth, A.M., 2017. "Incentives in third-party governance: management practices and accountability implications." <i>Public Administration Review</i>, 77(3): 433-444. | |
| 4 | 9-13 September | Tools for Third Party Governance | <ul style="list-style-type: none"> • Sunstein, Cass R. "Nudging: a very short guide." In <i>The Handbook of Privacy Studies</i>, pp. 173-180. Amsterdam University Press, 2018. • Warner, Mildred, and Robert Hebdon. 2001. "Local Government Restructuring: Privatization and its Alternatives." <i>Journal of Policy Analysis and Management</i> 20(2): 315-336. • Brown, Trevor L., and Matthew Potoski. 2003. "Managing Contract Performance: A Transaction Costs Approach." <i>Journal of Policy Analysis and Management</i> 22(2): 275-297. • Weimer, D.L., 2020. "When Are Nudges Desirable? Benefit Validity When Preferences Are Not Consistently Revealed." <i>Public Administration Review</i>, 80(1): 118-126. • Battaglio Jr, R. Paul, Paolo Belardinelli, Nicola Bellé, and Paola Cantarelli. 2019. "Behavioral public administration ad fontes: A synthesis of research on bounded rationality, cognitive biases, and nudging in public organizations." <i>Public Administration Review</i> 79(3): 304-320. | <p>Readings and Discussion Board Postings</p> <p>The initial posting is due by Friday at 11:59 PM</p> <p>2 Peer responses are due by Sunday at 11:59 PM</p> |

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|---|----------------------|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5 | 16-20 September | Collaboration and Administrative Networks | <ul style="list-style-type: none"> • O’Toole, Laurence J. Jr. 1997. “Treating Networks Seriously: Practical and Research-Based Agendas in Public Administration.’ <i>Public Administration Review</i>. 57(1): 45-52. • Whitaker, Gordon P., Lydian Altman-Sauer, and Margaret Henderson. 2004. "Mutual Accountability between Governments and Nonprofits Moving Beyond “Surveillance” to “Service”." <i>The American Review of Public Administration</i> 34(2): 115-133. • Acar, Muhittin, Chao Guo, and Kaifeng Yang. 2008. "Accountability When Hierarchical Authority Is Absent Views from Public–Private Partnership Practitioners." <i>The American Review of Public Administration</i> 38(1): 3-23. | <p>Readings and Discussion Board Postings</p> <p>The initial posting is due by Friday at 11:59 PM</p> <p>2 Peer responses are due by Sunday at 11:59 PM</p> |
| 6 | 23-27 September | Outsourcing Government: Legal Issues | <ul style="list-style-type: none"> • Rosenbloom, David H., and Suzanne J. Piotrowski. 2005. “Outsourcing the Constitution and Administrative Law Norms.” <i>American Review of Public Administration</i>. 35(2): 103-121. • Battaglio, Jr., R. Paul, and Christine B. Ledvinka. 2009. “Privatizing Human Resources in the Public Sector: Legal Challenges to Outsourcing the Human Resource Function.” <i>Review of Public Personnel Administration</i>. 29(3): 293-307. | <p>Readings and Discussion Board Postings</p> <p>The initial posting is due by Friday at 11:59 PM</p> <p>2 Peer responses are due by Sunday at 11:59 PM</p> |
| 7 | 30 Sep- 4 October | Outsourcing Government in Action | <ul style="list-style-type: none"> • Bradbury, Mark D., and G. David Waechter. 2009. “Extreme Outsourcing in Local Government: At the Top and All But the Top.” | <p>Readings and Discussion Board Postings</p> |

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| | | | <p><i>Review of Public Personnel Administration</i>. 29(3): 230-248.</p> <ul style="list-style-type: none"> • Brown, Trevor L., and Matthew Potoski. "Managing the Public Service Market." <i>Public Administration Review</i> 64(6): 656-668. • Elkomy, S., Cookson, G. and Jones, S., 2019. "Cheap and dirty: The effect of contracting out cleaning on efficiency and effectiveness." <i>Public Administration Review</i>, 79(2): 193-202. • Brown, L.A. and Kellough, J.E., 2020. "Contracting and the bureaucratic representation of minorities and women: Examining evidence from federal agencies." <i>Review of Public Personnel Administration</i>, 40(3): 447-467. | <p>The initial posting is due by Friday at 11:59 PM</p> <p>2 Peer responses are due by Sunday at 11:59 PM</p> |
| 8 | 7-11 October | FIRST EXAM | | <p>First exam is due by 13 October 11:59 PM</p> |
| 9 | 14-18 October | Future of Public Management | <ul style="list-style-type: none"> • Emerson, Kirk, Tina Nabatchi, and Stephen Balogh. 2012. "An Integrative Framework for Collaborative Governance." <i>Journal of Public Administration Research and Theory</i>. 22(1): 1-29. • Durant, Robert F., Amanda M. Girth, and Jocelyn M. Johnston. 2009. "American Exceptionalism Human Resource Management, and the Contract State." <i>Review of Public Personnel Administration</i>. 29(3): 207-229. • Roberts, A., 2020. "The third and fatal shock: How pandemic killed the millennial paradigm." <i>Public</i> | <p>Readings and Discussion Board Postings</p> <p>The initial posting is due by Friday at 11:59 PM</p> <p>2 Peer responses are due by Sunday at 11:59 PM</p> |

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| | | | <p><i>Administration Review.</i> https://doi.org/10.1111/puar.13223.</p> | |
| 10 | 21-25 October | Basics of Contract Management | Cohen & Eimicke: Chapter 1 and 7 | <p>Readings and Discussion Board Postings</p> <p>The initial posting is due by Friday at 11:59 PM</p> <p>2 Peer responses are due by Sunday at 11:59 PM</p> |
| 11 | 28 Oct- 1 November | When Do You Contract & When Don't You Contract | Cohen & Eimicke: Chapter 5 and 6 | <p>Readings and Discussion Board Postings</p> <p>The initial posting is due by Friday at 11:59 PM</p> <p>2 Peer responses are due by Sunday at 11:59 PM</p> |
| 12 | 4-8 November | <p>Managing Contract Performance</p> <p>CRITIQUE PAPER DUE</p> | Cohen & Eimicke: Chapter 7 and 8 | <p>Readings and Discussion Board Postings</p> <p>The initial posting is due by Friday at 11:59 PM</p> <p>2 Peer responses are</p> |

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| | | | | <p>due by Sunday at 11:59 PM</p> <p>Critique paper is due by 10 November at 11:59 PM</p> |
| 13 | 11-15 November | Contracting Ethics | Cohen & Eimicke: Chapter 2 and 12 | <p>Readings and Discussion Board Postings</p> <p>The initial posting is due by Friday at 11:59 PM</p> <p>2 Peer responses are due by Sunday at 11:59 PM</p> |
| 14 | 18-22 November | Case Studies in Contracting | Cohen & Eimicke: Chapter 9, 10, and 11 | <p>Readings and Discussion Board Postings</p> <p>The initial posting is due by Friday at 11:59 PM</p> <p>2 Peer responses are due by Sunday at 11:59 PM</p> |
| 15 | 25-29 November | FALL BREAK | ** NO CLASS | ** NO CLASS |

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| 16 | 2-5 December | SECOND EXAM | | Second exam is due by 8 December 11:59 PM |
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*****The descriptions and timelines contained in this syllabus are subject to change at the discretion of the professor.**