

**Department of Public Administration  
Maxwell School of Citizenship and Public Affairs  
Syracuse University  
Spring 2006**

**PPA 730-16  
UN Organizations - Managing for Change  
Tuesday 3:30pm – 6:15pm  
Maxwell 111**

**Instructor:** Catherine Bertini, Professor of Public Administration  
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**Office hours:** Tuesday 10am - 12 noon or by appointment, arranged by email

**Course description:**

The class will analyze processes for change in UN organizations. We will begin with a brief summary of the types of United Nations organizations, including their purposes, funding systems, and governance structures. The course will then focus first on organizational change in voluntarily funded UN organizations. The second half of the course will focus on the process of change in UN organizations funded by assessed contributions. Topics will include: governance, organizational reform, political reform, among others. The course will also compare how the funding systems and governance structures impact organizational effectiveness and the development of internal systems such as strategic planning, finance and budget, human resources, procurement, and oversight.

**Course materials:**

The Third Freedom, Ending Hunger in Our Time, George McGovern, ISBN 0-684-85334-5

*Books are available for purchase at the SU Bookstore in Schine Student Center (on campus).*

Class readings are available on the web as indicated for each session in the syllabus. Additional class readings will be distributed during the semester.

**Course requirements:**

Class materials; Active class participation; Following current events; Three Memos; Final Paper.

**Class Attendance and Participation**

This class is heavily participatory. There will be instructor presentations, but much learning occurs through active engagement rather than through passive listening. For this reason, your presence and active participation will be expected at **all sessions**. Class attendance and participation will be a component of your final grade. Your participation shall reflect your careful reading and consideration of each week's works on the syllabus. Participation is active involvement in discussion, but also careful listening, consideration and respect for the opinions

of members of the class.

### **Writing**

Writing clearly and succinctly is an important skill for those who progress in careers in international organizations. It will also be a key component of the course work for this class. Approximately one third and two thirds through the course, each student will be asked to write a brief memo (maximum 3 pages).

### **Statement on Plagiarism:**

All students are expected to follow Syracuse University's rule against plagiarism. The *Syracuse University Bulletin* defines plagiarism as "the representation of another's words, ideas, programs, formulae, opinions, or other products of work as one's own, either overtly or by failing to attribute them to their true source" (*Syracuse University Bulletin* 2003-2004: p. 2).

### **Course Outline**

The two main organizations to be highlighted are the World Food Programme and the UN Secretariat. Two classes will also discuss one additional voluntary agency, the UN High Commission for Refugees, and one dues funded agency, the Food and Agriculture Organization. Class structure will be as follows:

- I. Class # 1: Overview of United Nations
- II. Class # 2 through 7: World Food Programme
- III. Classes 8 and 9: UNHCR; FAO
- Classes 10 through 15: UN Secretariat

Students will be asked to read course materials, participate actively in class, and write three memos (two/three pages) and one final paper. Grading will be as follows:

### **Grading**

Class Attendance and Participation:	20%
Memos: Memo # 1: 10 %; Memo # 2: 20%; Memo # 3: 20%	50%
Final:	<u>30 %</u>
Final grade:	100%

### **Due Dates**

Memo # 1 (2-3 pages): February 21, WFP

Memo # 2 (2-3 pages): March 28, another UN agency,

Memo # 3 (2-3 pages): April 18, UN

Final Paper (10-12 pages): May 10 *will be accepted prior to May 10*

*For the final paper, students will each choose two UN agencies - one voluntary funded and one funded by assessments. They will pick one organizational aspect (i.e. hiring, raising resources, governance, evaluation) and compare and contrast the strengths and weakness of how each organization manages that function. They will make recommendations on how to improve aspects of that function in one or both agencies.*