

Session 1

Wednesday - May 18, 2005

Topic:

Introduction and Course Overview: Innovation and Reform in Management for the Public Sector and Beyond

Weekly Readings:

1. Cohen and Eimicke, Preface & "Understanding and Applying Innovation Strategies in the Public Sector," Chapter 1 Innovators.
2. Osborne and Hutchinson, Preface & Intro, Chapters 1-2, The Price of Government.

Related Web Sites:

The Center for Civic Innovation at the Manhattan Institute

Ford/Kennedy Innovation Awards Program

Leader to Leader Institute/Formerly the Drucker Foundation

Public Strategies Group

IBM Center for the Business of Government

Session 2

Wednesday - May 25, 2005

Topic:

Strategic Toolbox

Required Readings:

1. Cohen, Steven and Eimicke, William. "Strategic Planning," Chapter 2, Tools for Innovation
2. **FDNY Strategic Plan** http://www.ci.nyc.ny.us/html/fdny/html/pr/2004/strategic_plan/index.shtml
3. Osborne and Hutchinson, Chapters 3, 4 and 5, The Price of Government.

Case #1:

Bringing the FDNY into the 21st Century

Powerpoint:

[Powerpoint Week 2](#)

Session 3

Wednesday - June 01, 2005

Topic:

Privatization, Competition and Contracting

Case #2:

Indianapolis and Russia - The Dream and Nightmare of Competition

Weekly Readings:

- Cohen, Steven & Eimicke, William. "Managing Privatization: The Tools, Skills, Goals and Ethics of Con Paper prepared for presentation to the 62nd Annual Meeting of the American Society for Public Admin March 10-13, 2001. (<http://www.columbia.edu/~sc32>)
- Cohen, Steven & Eimicke, William. "Privatization," Chapter 7 and 9, Tools for Innovators.
- Privatization 2002, Reason Public Policy Institute's 16th Annual Report on Privatization and Government R
- Stiglitz, Josheph E., Globalization and Its Discontents. Chapters 1-5
- Osborne and Hutchinson, Chapter 7, The Price of Government.

Powerpoint:

[Collaborative Files/Powerpoint/Week 3: Privatization](#)

Files:

- [Powerpoint Week 3](#)

Session 4

Wednesday - June 08, 2005

Topic:

Partnerships and Collaborations

Required Reading:

- Cohen, Steven & Eimicke, William. "Providing Second Chances Through Work" (http://www.manhattan-institute.org/cb_29.pdf)
- Stiglitz, Joshep. "Globalization and Its Discontents". Chapters 6-9.
- Cohen and Eimicke, Tools for Innovators, Chapter 10.
- Kamensky and Morales, Managing for Results 2005, Chapters 7-8.

Related Sites:

[The Urban Institute, Privatization of Public Social Services: A Background Paper](#)

[National Center for Policy Analysis: Idea House](#)

Powerpoint:

[Powerpoint Week 4](#)

Session 5

Wednesday - June 15, 2005

Topic:

Risk Assessment, Safety and Redundancy

Case #3:

Anthrax Attacks: A Case Study in Crisis Management

[Collaborative Files/Case File/Week 1 Anthrax Case](#)

[Collaborative Files/Case File/Week 1 Anthrax Case/Anthrax Case Appendix](#)

Weekly Readings:

The reading for this week will be passed out in class on Wed., June 9, 2004.

Please read the following article... ["Has the World of Risk Really Changed?"](#)

Powerpoint:

[Powerpoint Week 5](#)

Session 6

Wednesday - June 22, 2005

Topic:

Team Management, Project Management and TQM

Case #4:

Transitional Work Corporation

Making Work Pay CD Rom

Questions to keep in mind...

1. What aspects of team management were successful and which aspects were not? Why or why not?
2. What is needed from staff and management in order to successfully implement and maintain team management?
3. How will enthusiasm and effort continue to be maintained over the long run?
4. What stumbling blocks do you see in the future and how can they be avoided or resolved?

[Collaborative Files/Case File/Week 6 ~ TWC Case/Appendix I](#)[Collaborative Files/Case File/Week 6 ~ TWC Case/Appendix II](#)

Weekly Readings:

1. Cohen, Steven & Eimicke, William. "Team Management," Chapter 6, Tools for Innovators.

2. Cohen, Steven and Eimicke, William. "Total Quality Management," Chapter 4, Tools for Innovators.
3. Osborne and Hutchinson, The Price of Government, Chapter 13.

Related Web Sites ~ TQM:

[BPR Online Learning Center: TQM Mailing List](#)

[The Five Premises of Total Quality Management](#)

[The Simplified TQM Diagnostic Model](#)

["Handbook for Basic Process Improvement." Navy Total Quality Leadership Office](#)

[Are There Limits to TQM?](#)

[Employee Empowerment: A Crucial Ingredient in TQM Strategy](#)

Guest Speaker:

Richard Greenwald, [Transitional Work Corporation](#)

[Richard Greenwald Bio](#)

Powerpoint:

[Team and Project Management](#)

Session 7

Wednesday - June 29, 2005

Topic:

Performance Management, Balanced Scorecard and Benchmarking

Weekly Readings:

- Kaplan, R.S. & Norton, D.P. (1993). Putting the Balanced Scorecard to Work. Harvard Business Review, September, pg. 134-142.
- Cohen, Steven & Eimicke, William. "Benchmarking and Performance Management," Chapter 5, Tools Innovators.
- Connie Nelson and David Osborne, [Making Ends Meet in Washington State](#), (http://www.govwest.com/MakingEndsWA_fin.asp)

- Kamensky and Morales, Managing for Results 2005, Chapter 1-6, 9-10.
- Osborne and Hutchinson, The Price of Government, Chapter 7-10.

Related Web Sites:

[The Buzz Over Balance](#), Johnathan Walters, *Governing*, May 2000

[Balanced Scorecard Institute](#)

[Guide to a Balanced Scorecard Performance Measurement Methodology](#)

[How to use the Balanced Scorecard \(IT Strategy\)](#)

Powerpoint:

[Powerpoint Week 7](#)

Session 8

Wednesday - July 06, 2005

Topic:

Testing Innovation in the Real World

Guest Lecturer:

Scott Vanderhoff - County Executive, Rockland County

[Vanderhoef Bio](#)

Session 9

Wednesday - July 13, 2005

Topic:

Re-engineering and E-engineering, Downsizing and Major Restructuring

Weekly Readings:

1. Cohen, Steve and Eimicke, William. "Reengineering," Chapter 3, Tools for Innovators.
2. Cohen, Steve and Eimicke, William. "[The Use of the Internet in Government Service Delivery](#)," February 2001. Paper prepared with the generous support of the PricewaterhouseCoopers Endowment for the Business of Government.

3. [A GUIDE TO REENGINEERING/ADVICE FROM THE EXPERTS](#), [Governing](#). May, 1995, pp.63-
4. Osborne and Hutchenson, [The Price of Government](#), Chapters 11-15.

Related Web Sites:

[BPR Online Learning Center: Reengineering.](#)

Powerpoint:

[Powerpoint Week 9](#)

Session 10

Wednesday - July 20, 2005

Topic:

Final Case Presentations / Course Conclusion
