RESEARCH SEMINAR ON INNOVATIONS IN PUBLIC MANAGEMENT:
PUBLIC AFFAIRS U9225

SPRING SEMESTER, 1997

Professors Bowes, Cohen & Eimicke
Contact Telephone: 854-2167

Wednesday 4:10-6:00
Room 1401 SIPA

Required Readings:

1. Steven Cohen & Ronald Brand, Total Quality Management in Government
2. Michael Hammer & James Champy, Reengineering The Corporation
4. E.S. Savas, Privatization: The Key to Better Government
5. Donald Kettl: Sharing Power: Public Governance and Private Markets
7. * Misc. authors in a course reader available at the copy center.

Course Outline

January 22: INTRODUCTION AND COURSE OVERVIEW

January 29: WHAT IS MANAGEMENT INNOVATION AND MANAGEMENT REFORM?

Readings:


February 5: TOTAL QUALITY MANAGEMENT IN GOVERNMENT

Readings:


February 12: THE LIMITS OF TQM


February 19: TEAM MANAGEMENT AND ITS LIMITS

Readings:


February 26: PRIVATIZATION/PUBLIC-PRIVATE PARTNERSHIP CONTRACTING OUT

Readings:


March 5: THE LIMITS OF PRIVATIZATION

Readings:


**March 12: REENGINEERING AND STRATEGIC PLANNING**

Readings:


**March 19: SPRING BREAK--NO CLASS**

**March 26: THE LIMITS OF REENGINEERING AND STRATEGIC PLANNING**

Readings:


April 2 BENCHMARKING AND PERFORMANCE EVALUATION AND THEIR LIMITS

Readings:


April 9: CASE STUDIES AND ANALYSIS OF QUALITY OR TEAMS AS AN INNOVATION STRATEGY: STUDENT PRESENTATIONS

April 16: CASE STUDIES AND ANALYSIS OF REENGINEERING, STRATEGIC PLANNING OR BENCHMARKING AS AN INNOVATION STRATEGY: STUDENT PRESENTATIONS

April 23: CASE STUDIES AND ANALYSIS OF PRIVATIZATION OR PUBLIC PRIVATE PARTNERSHIPS AS AN INNOVATION STRATEGY: STUDENT PRESENTATIONS

April 30: CASE STUDIES AND ANALYSIS OF PUBLIC ORGANIZATIONS USING MULTIPLE INNOVATION STRATEGIES: STUDENT PRESENTATIONS

Assignments

1. Literature Review: Students must select one topic and hand in a brief, cited review of the key academic works in the week's topic. The reviews must be in the form of a review essay. The maximum
length is 10 typed double-spaced pages. The literature review may be the same used to develop the case study and case analysis. (25 points)

2. Class Participation: Class will begin promptly at 4:10. In order to participate in class, it is helpful to attend. Participation will be judged on the basis of quality rather than quantity. (15 points)

3. Case Study and Analysis: Students will draft a case study of an actual effort to implement a management innovation in a public sector organization. It must be based on primary sources. Cases should be based on interviews with people who participated in the innovation effort, and internal documents and memoranda. The case study must present a dilemma for prospective managers or students of management to address. The case study will be no longer than twenty typed double-spaced pages. By February 5, 1997 students must submit a workplan for their case study. The workplan will discuss the schedule for producing an outline, research plan, draft and final case study. The workplan will also designate a faculty advisor for the project who will review draft outputs and provide feedback. It will also describe the organization and innovation that is the subject of the case study. (Case study: 60 points)