Public Management U8200

Fall Semester, 1997

Steven Cohen
Phone: 854-2167

Tuesday 9:00-10:50
Room 1401 IAB
Lab, Thursday 9:00-10:50
Room 1401 IAB

Required Readings:

Peter Scholtes (et.al.), The Team Handbook (2nd edition)

David Osborne and Peter Plastrik, Banishing Bureaucracy

Steven Cohen and William Eimicke, The New Effective Public Manager

*Various authors -- Columbia, Harvard Business School and JFK Cases

**Reserve readings

Recommended Readings:

1. Steven Cohen and Ronald Brand, Total Quality Management in Government

2. Herbert Kaufman, The Forest Ranger

Course Outline

- September 2: I. INTRODUCTION AND COURSE OVERVIEW
- September 9: What is Public Management?

Readings:

1. Steven Cohen, "Defining and Measuring Effectiveness in Public Management"

2. Osborne and, Banishing Bureaucracy (All).

3. Cohen and Eimicke, "The Crisis in Public Management", Chapter 1, The New Effective Public Manager
II. MANAGING PUBLIC BUREAUCRACIES

A. The Use of Contracts: Non-profits and Private Firms

Reading:

Group Case #1: The Electronic Benefit System in Ramsey County, Minnesota*

This case describes an effort by a local welfare office to use private firms to deliver automatic cash machine access to welfare recipients. The case discusses a variety of issues involved in delivering innovative services to government customers. The case describes an effort both to contract with private firms and to enter into a public/private partnership.

Group Case Presentation #1

Thomas Fashingbauer, Director, Community Human Service Department, Ramsey County, Minnesota had led a successful experiment to provide Automatic Teller Machine service to welfare recipients. ATMs appeared to be as cost-effective as printing and mailing welfare checks, and they provided clients with additional services. They provided 24 hour access to cash, entry to the bank system, and a relatively theft-proof method of delivering payments. However, because the number of monthly withdrawals from the cash machines exceeded projections, the private vendor providing the service was losing money. In March 1991, the vendor notified the county that on May 1, 1991 he would withdraw from the program.

Fashingbauer has asked you, Joan Velasquez, Director of Research and Evaluation, to form a working group, and within 10 days, to propose an arrangement with a private vendor to continue the ATM program. Due to time constraints, the proposal cannot include any additional costs to the county or require any approvals from the state legislature. Some method of reducing costs, reducing ATM use, or charging fees must be developed. Ending the service is not an option. Changing vendors is an option, but only if a transition can be implemented without interrupting service. Your presentation should describe the principal features of the proposed agreement (including the name of the proposed vendor) for Director Fashingbauer. He has also requested a strategy for ensuring that vendors provide additional lead time when terminating contracts with the department.

2. Individual Case #1: "Partners in Local Child Protection Services: The Department of Social Services and La Alianza Hispana (A) & (B)

In 1989 the Massachusetts Department of Social Services (DSS) approached officials of La Alianza Hispana, a respected nonprofit organization serving the Hispanic community in Boston, to consider taking responsibility for providing child protection and case management services to Latino children and their families. While La Alianza Hispana had no experience in contracting for child protection services, it was
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under contract to help find foster and adoptive homes for hispanic children. With an agreement from DSS to provide substantial support services and several other concessions, La Alianza Hispana entered into a contract with the state. The relationship deteriorated between 1991-1993 as DSS underwent cutbacks which resulted in reduced support and oversight for nonprofit contractors.

Individual Case Memo #1:

In 1993, Columbia MPA alum Linda Carlisle was recruited by governor Weld to serve as Commissioner of DSS. She has asked you, her special assistant for contract oversight, to develop a system for managing contractors such as La Alianza Hispana. In particular she has asked you to address the following issues:

1. Should contracts with nonprofit vendors be standardized?

2. What support services should be provided to La Alianza Hispana to provide child protection services?

3. Should this service be provided in-house or contracted out? Why?

4. How can DSS ensure that nonprofit contractors provide excellent service?

September 23 : B. The Use of Organization Structure and Organizational Design

Readings:

1. Cyrus Gibson, "Understanding and Designing Formal Organizational Structure"*


3. Group Presentation #2: Reorganizing the U.S. Environmental Protection Agency: A Reinvention Response

This case illustrates the process of using organization structure as a means of management reform. In early 1993, President Clinton charged Vice President Al Gore with developing a plan to reinvent the Federal Government. Six months later, the Vice President submitted that plan which has become institutionalized and known as the National Performance Review (NPR). Major themes of the NPR are: creating a government that works better and costs less; and, better customer service through flattening hierarchies and empowering workers. Federal agencies have been given substantial flexibility within these parameters to design a reform tailored to their unique responsibilities and needs.

At the EPA, Administrator Carol Brower chose to give substantial flexibility to her ten regional administrators to develop their own reorganization plans, as long as they met the overall outcomes required by NPR and enhanced by Browner. In Region II (New York-New Jersey, Puerto Rico and the
Virgin Islands), the Regional Administrator formed a representative 30 member task force to make recommendations to her by November 29, 1994. Your team is charged with preparing a memorandum and a briefing that responds to the following key questions facing the Regional Administrator as she prepares to submit a proposed reorganization to Administrator Browner:

1. Should the current structure be retained and if not, what new structure should replace it and why?

2. What management slots should be created, which should be cut, and what non-managerial positions should replace those eliminated?

3. How does the new structure provide meaningful career paths for managers moved to non-supervisory positions?

4. Beyond meeting the 1:11 guideline, how does the proposal address the Administrator's other key goals of improving customer service, increasing employee fulfillment, achieving environmental results (improving effectiveness), and creating an organization that works better and costs less?

September 30: **C. Hiring and Influencing the Behavior of Staff**

Readings:

1. Steven Cohen and William Eimicke, "How to Find and Keep Good Staff", Chapter 3, EPM

2. Individual Case #2 -- Environmental Research Laboratory*

This case describes the situation confronting a new manager of an old organization. Bill Ottinger has been asked to head a project to develop a new method for tracking oil spills and for saving fuel during navigation. Bill is excited about his new job, but he faces a number of obstacles in staffing his research team. Assessing his task, schedule, and personnel, he concludes that he must promote two scientists, add three to his staff, and fire one bad apple. Then Bill hits the constraints of the multivolume federal personnel manual. Can Bill manage his group under these constraints? Yes, if he's creative.

**Individual Memo #2:**

Bill Ottinger has asked you, his special assistant, to work with the Office of Human Resources to develop an analysis of the organization's personnel problems and a plan for resolving these problems. Ottinger has asked you to address the following issues in a brief memo:

1. Which staff members are performing below required performance levels?

2. Of these staff members, who can be "saved", or made more productive, and who should be fired, and why?
3. What specific steps can he take for promoting, hiring and firing staff?

4. What options are available, if promotion and firing aren't feasible?

**C.1 Recruiting and Utilizing Women and Minorities**

**Readings:**


**C.2 Labor Unions and Civil Service**

**Readings:**


This case discusses the issues involved in changing testing procedures for perspective and incumbent firefighters in Charlotte, North Carolina. The city was working to develop a method of testing firefighting applicants that did not discriminate against women. The case discusses the issues involved in implementing affirmative action in a public sector organization.

**Group Presentation #3:**

You are a consultant team hired by the new chief of Charlotte's fire department. She has asked you to assess the department's history and experience with affirmative action and set a policy for her new administration. Specifically she has asked you to address the following issues:

1. What tests are now used to hire and retain firefighters?

2. Are these tests fair?

3. Do the tests allow unqualified people to become firefighters?

4. Should the tests be modified? Why? How?
5. What are the broader implications of the Charlotte Case for affirmative action policy?

October 7: **D. The Use of Budgeting, Financial Management, and Management Information Systems**

Readings:

1. Steven Cohen and William Eimicke, "Gathering, Organizing and Using Information," and "Mastering the Budgetary Process," Chapters 7 and 8, EPM.

2. Chase and Reveal, "Coping with Overhead Problems," Chapter 3, How to Manage the Public Sector.**

3. "Budget Preparation" and "Budget Behavior," Chapters 3 and 4 in Thomas Lynch, Public Budgeting in America**

4. Group Case #4 -- What if we could start over? The U.S. Forest Service Champions "Bottoms-up" Management (A, B & C)*

In the mid 1980's, the U.S. Forest Service began a pilot project to reduce red tape and cultivate an entrepreneurial spirit in its work force. In one area the project gave local administrators a specific and controversial freedom: the freedom to shift funds from one budget line to another within broad budget categories. In 1991, an agency-wide controversy erupted that had made it clear that it was difficult to balance the need to give local managers operational autonomy with the need to ensure that programs were implemented according to Congressional directives.

**Group Presentation #4:**

You have been asked by the head of the forest Service to convene an agency wide work group to present a briefing to address the following issues:

1. What is the current budget process?

2. Why is the Forest Service pilot project budget process under attack?

3. What changes should be made in the existing budgetary procedures?

4. When and how should these changes be made?

5. How can the Forest Service balance the need for accountability in Washington D.C. with the need for management flexibility in the field?

October 14: **D. The Role of Leadership and Standard Operating Procedures**
1. Recommended: Herbert Kaufman, The Forest Ranger**

Individual Case 3: Discussions of Leadership: The Administration of Juan Manuel Rivera*

This case discusses the leadership style and activities of Juan Manuel Rivera, during his term as Puerto Rico's Secretary of Labor. Rivera was considered a maverick who tested the boundaries of conventional conduct in several arenas: with employees in his agency, with the governor's staff and with his own political party.

Individual Memo #3

Juan Rivera's successor as Secretary of Labor has asked you, her Executive Assistant, to draft a memo to evaluate her predecessor's leadership style and to recommend which aspects of Rivera's style she should emulate. Specifically, you are assigned to address the following issues:

1. What are the advantages and disadvantages of an informal leadership style?

2. How much deference must be paid to the Popular Democratic Party in staffing decisions?

3. How did Rivera learn what was going on within the organization? What additional communication mechanisms might the Secretary consider using?

III. ORGANIZATIONAL STRATEGY FORMULATION: DEALING WITH THE BUREAUCRACY'S ENVIRONMENT

October 21: A. Facing the Challenges of a Changing Society

Readings:

1. Steven Cohen and William Eimicke, "Shaping Organizational Goals and Strategies," Chapter 9, EPM.

2. Group Case #5: "The Treuhandanstalt: Taking a Nation Private"*

The reunification of Germany in 1990 gave rise to one of the most complex organizational missions of the 20th century: converting a centralized and planned economy to a free-market system. The organization charged with this responsibility was the Treuhandanstalt. Virtually from the start there was disagreement over the Treuhand's mission. While the Treuhandanstalt's leadership saw its mission as selling state properties into private hands, pressures quickly grew for it to assume responsibility for the socio-economic impacts of its actions.

Group Presentation #5:
Brigit Breuel, head of the Treuhand, faces constant pressure to expand the mission of her organization to assume social welfare functions. The specific issue at stake is a demand that the Treuhand take over a number of make-work companies, established to provide employment for workers laid off by large East German firms. She has asked you, her director of strategic planning, to develop a strategy for resisting those demands and keeping the Treuhandanstalt focused on its mission of privatizing East German industry. She has asked you to convene a task force to develop an argument for shutting down the agency at the end of 1994. Agency President Breuel has asked that you to address the following issues:

1. In what political environment is the agency now operating? What are the demands that the Department now faces?

2. What are the arguments for and against resisting a social welfare mission?

3. Does the Treuhandanstalt have the organizational capability to respond to the demand that it address socio-economic impacts? In what areas is capability present and where is it absent?

4. What would be needed in order to develop the organizational capacity to meet the new demands? What other organizations might be asked to perform these welfare functions?

October 28: **B. Political Management**

Readings:

1. Steven Cohen and William Eimicke: Dealing with the Media, Legislative Bodies and Interest Groups, Chapter 10, EPM.

2. Group Case #6 "Taking on Big Tobacco: David Kessler & the FDA"

This case describes the process and politics of the decision by the Federal Food and Drug Administration to regulate tobacco as a drug. It describes the regulation intended to limit children's access to tobacco and to regulate cigarette advertising that might be targeted to children.

**Group Presentation #6:**

In the 1998 congressional campaign, a number of senators and representatives from Tobacco states have formed a coalition to attempt to repeal the FDA's rules regulating the sale and advertisement of tobacco products. They have been joined by industry representatives and a number of leading conservative Republicans, and have launched a massive media campaign against these rules. President Clinton has asked you to form a work group to develop a strategy to respond to these attacks. The President has asked your team to address the following issues:

1. What specific message should the White House develop to counter the anti regulation campaign?
2. Who should be recruited as allies?

3. What steps should we take to send our pro-regulation message?

4. What role if any should the President and Vice President play in this campaign?

November 11: C. Ethics in Government

Individual Case #4: "Is Public Entrepreneurship ethical?"

The bankruptcy of Orange County has attracted global attention to the question of the appropriateness of entrepreneurial behavior in the public sector. Recently, other cases of government acting more like a private business than a government agency have also received considerable publicity, some good and some bad. With reinvention, privatization and the drive to do more with less, government officials worldwide are considering entrepreneurial practices to meet the service demands of their citizens while keeping taxes under control.

3. Individual Case Memo #4:

You are the chief policy analyst to the recently elected Mayor of Mount Vernon, New York. The Mayor's major campaign theme was a promise to reinvent the city government, bring the entrepreneurial skills that made her a multi-millionaire in mutual fund management to City Hall and raise the quality of life in the city by providing more and better public services, with no new taxes. However, she is aware of the controversy surrounding the appropriateness of public entrepreneurship and has therefore asked you to review the cases of Orange County, California, New York City, Indianapolis, Indiana and Visalia, California to provide her with some guidance.

Specifically, she has requested that you assess whether public entrepreneurship is appropriate and ethical. To do this, she suggests you review all four of the aforementioned cases and then prepare a memorandum to her, comparing and contrasting Orange County to one of the other three cases in the context of the following two questions.

1. Was the entrepreneurship described in the cases appropriate behavior for government and government officials? That is, did the decision-makers in the cases treat their public responsibilities too much like a private business and not enough as a public trust?

2. To what degree is competence an ethical issue and did incompetence lead to unethical results in the cases you reviewed?

3. What specific steps should the Mount Vernon Mayor take to ensure that her government is entrepreneurial but also ethical?
IV: INTEGRATING THE ORGANIZATION’S ENVIRONMENT AND OPERATIONS: THE USE OF MANAGEMENT INNOVATION TECHNIQUES

November 18: A. Privatization

1. Readings: Steven Cohen & William Eimicke, "Understanding and Applying Innovation Strategies in the Public Sector"**

2. Group Case #7: "Privatizing Park Maintenance in Buenos Aires" (Case and Epilogue)*

The parks in Buenos Aires have suffered from years of poor maintenance and upkeep. Mayor Carlos Grosso proposed to privatize park upkeep by implementing a program he termed "public service with private management." In return for maintaining a park, a company could post three or four signs noting that the firm was responsible for park upkeep. This worked in parks in wealthy and commercial areas, but did not work in the poorest neighborhoods, where no companies could be recruited. After two years, a new parks organization was created to maintain the parks in low-income neighborhoods. This organization was called a "new model of organization", with the features of both a private business and a public organization. A key reform was instituted whereby workers could share in productivity gains through the creation of a system of bonus payments.

Group Presentation #7:

Henry Stern, Commissioner of Parks and Recreation in New York City has asked you to form a workgroup to report on the Buenos Aires experiment and see if any of its lessons could be applied to New York City. He has asked your group to address the following issues in a briefing:

1. Could the Adopt a Highway program now in use in the NYC highway system and in the Buenos Aires park system be used in New York's parks?

What would be the political, media and union reaction to such a program?

Could sufficient revenue be generated to maintain the parks in New York?

2. To what degree is the Buenos Aires Municipal Company of Parks truly a new model of organization? Is it simply a repackaged government organization? Could gainsharing be adopted in New York City?

3. In what ways does the Buenos Aires situation differ from that in New York? How do those political, social, cultural and economic differences affect the applicability of the Buenos Aires model in New York City?
Individual Case #5 "Organizing Competition in Indianapolis: Mayor Stephen Goldsmith and the Quest for Lower Costs (A) (B) and sequel*

When Stephen Goldsmith became Mayor of Indianapolis in 1992, he began to implement his campaign promise to reduce the size of government and privatize government programs.

One of the earliest conclusions he made was that the problem with government service delivery was not government workers, but the absence of competition. Before long Goldsmith's focus was on competition rather than privatization. This case discusses his administration's initial effort to inject competition into government service delivery in Indianapolis.

Individual Memo #5:

Mayor Goldsmith has asked you to develop a strategy for continuing the process of marketization of municipal services in Indianapolis. He has asked you to draft a brief memo that addresses the following issues:

1. What successes and failures has the city experienced to date in its effort to inject competition and market forces into service delivery?

2. What are the reasons for these success and failures?

3. Based on the lessons of the past should these changes continue? If so, why? If not, why not? If the process is to continue, what services should be the next to marketize? Why?

FINAL EXAM QUESTIONS DISTRIBUTED: DUE AT THE START OF CLASS ON DECEMBER 2

November 25 B. Total Quality Management And Management Innovation


2. The Team Handbook chapters on implementing TQM


4. Recommended: Cohen and Brand, Total Quality Management in Government**

6. Required: Group Case #8: Management Innovation in the New York City Department of Parks and Recreation*

This chapter of our new book contains a case study of an effort, spanning nearly a decade, to implement a variety of management innovation techniques in New York City's Department of Parks and Recreation (DPR). These innovations were implemented by two recent parks commissioners, primarily in response to increased fiscal austerity. The case begins during the mayoral administration of David Dinkins and his Parks Commissioner Betsy Gotbaum, and continues throughout the mayoralty of Rudolph Giuliani and his Parks Commissioner, Henry Stern. Gotbaum's primary innovations involved total quality management (TQM) and targeted efforts at public-private partnerships related to resource generation efforts. Stern, who is still in office at this writing, has experimented with privatization, performance management systems, and the use of welfare workers to perform specific tasks within parks operations.

This case allows the reader both to become familiar with the mechanics of implementing such innovations as TQM, performance management systems, and public-private partnerships, and elucidates some central issues that influence the success of any management innovation attempts.

Group Case Presentation #8:

Commissioner Stern is interested in continuing to improve the management of the agency and has hired you and your colleagues as consultants to advise him on which innovation techniques he might wish to adopt. He has asked you to address the following issues:

1. Which innovation techniques have performed the best in the Department and why?

2. Which have not performed well and why?

3. Should he consider reviving TQM, and if so, why?

4. What steps should he take over the next 12 months to improve the Department's management and performance? Indicate how he might implement the steps you suggest.

DECEMBER 2, COURSE CONCLUSION

FINAL EXAM DUE: DISCUSSION OF EXAM

In - class discussion of exam and critique of course content and delivery.

Grading: 1. Case memos - 50%
2. Final exam - 20%

3. Class participation - 10%

4. Group participation - 10%

5. Lab participation - 10%

**Group Presentations**

**Group Roles:**

1. Group Manager
   - Develops and submits workplan detailing group responsibilities, outputs and schedules
   - Coordinates the group's work

2. Oral Presentation Team (2 or 3 members)
   - Develops briefing book and presentation materials
   - Presents 15 minute in-class briefing (15 minute talk, 15 minute Q & A's).

3. Written Report Team (3 or 4 members)
   - Outlines, researches and writes required reports and memos

**Group Process:**

1. Sign-up for groups during first class session.

2. Schedule group meeting with Steven Cohen as soon as possible.

3. Identify group roles at first meeting.
4. Submit workplan for approval.

5. Present written and oral reports.

**Alternative Memo Formats**

- **ACTION MEMORANDUM**
  - Used to obtain authorization from a higher level in the hierarchy to undertake an action.

**FORMAT**

From:

To:

Subject:

Date:

**Recommended Action**

The action you wish to be authorized to undertake. Describe this action in one or two simple, declarative sentences.

**Issues**

Causes and effects of the recommended action. Why should the recommended action be authorized? What is the rationale for taking this action? What is the probable effect of taking this action? What will be accomplished? What are the advantages and disadvantages of pursuing this action?

**Options**

Alternative actions (at least two) to the action you have recommended. These must be plausible alternatives that your manager might choose to authorize. Describe the option in one or two declarative sentences and list the pros and cons of pursuing the option.

**Implementation**

The immediate, mundane, first tasks involved in carrying out the recommended action. In this section you are asking for authorization to carry out the **first** several discrete tasks needed to implement the
recommended action.

**ISSUE MEMO**

Used for displaying analysis of a complex policy or management issue. First the issue is divided into component parts, and then for each component a recommendation and rationale or analysis is provided for each recommendation.

**FORMAT**

**From:**

**To:**

**Subject:** Concise Statement of the Issue

**Date:**

**Background**

Why did this issue develop? What are its specific dimensions. List those dimensions.

**Issues**

For each issue dimension, include a heading that describes the issue. For example: If the subject of the memo was US Acid Rain Prevention Policy, the first heading might be:

1. Acid Rain is Principally Caused by Sulfur Dioxide Emissions at Mid-West Power Plants

After each topical issue heading, include the following subheads:

**Recommendation**

**Rationale/or Analysis**

**Next Steps**

What you want the reader to do, or what you plan to do next to further refine your analysis of the issue.
Used for articulating a policy decision, explaining its objectives and rationale, and detailing steps required for implementation.

**FORMAT**

**Subject:** The policy being promulgated.

**From:** The official under whose authority the policy is being issued.

**To:** Those responsible for implementing or complying with a policy.

**Date:**

**Purpose**

What are the objectives of the policy? What will issuing the policy accomplish?

**Discussion**

Why is this policy being issued at this time? What is the rationale for its issuance? What problems does it address? What policy (if any) does it replace?

**Policy**

What are the rules or principles of the policy being issued? What are the policy rules or requirements being promulgated through this memo?

**Implementation**

What steps are authorized or recommended to ensure that the policies articulated by this memo are carried out?

**OPTION MEMO**

To delineate a number of alternative responses to a policy or management problem without selecting a preferred course of action or approach.

**FORMAT**

**Subject:** A phrase describing the issue being analyzed
From:

To:

Date:

Issue

A one or two sentence statement of the issue being addressed.

Discussion

Why the issue was developed and is worthy of analysis. How did the issue come into existence? Who are the contending parties and where do they stand?

Options

For each alternative a heading is given that briefly distinguishes options from each other. Where possible, use active headings. For example, if the issue was "the elevator crisis at SIPA" you might consider the following option headings:

1. Build new elevators.
2. Move classrooms to the fourth floor.
3. Develop a more effective maintenance program.

Under each heading you would then include the following subheads:

Recommendation - A brief statement that defines the option.

Rationale (or Analysis) - A succinct analysis of the costs, benefits and probable impact of the option. Possibly in pro/con format.

Next Steps

This section is not included in many options analyses. If you are simply stating the alternatives, the next steps are entirely up to your reader. If you are attempting to move the dialogue toward a decision, you should describe the steps that might be taken to come to a decision.

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**Supplemental Reading List:**

1. **Introduction and Background**

Robert Penn Warren, *All the King's Men* (1968)


2. **What is Management, Public Administration, and Public Management?**

Fred Lane, *Current Issues in Public Administration* (1990)

Roscoe Martin, *Public Administration and Democracy* (1965)


3. **The Use of Contracts**

Peter Drucker, *Managing the Non-Profit Organization* (1990)


4. **The Use of Organization Structure and Organizational Design**
5. Personnel Issues

Ronald Sylvia, Public Personnel Administration (1994)

Richard Haas, The Power to Persuade (1994)

Herbert Simon, Administrative Behavior (1965)

Frederick Mosher, Democracy and the Public Service (1970)

Lee Bowes, No One Need Apply (1987)


Jesse Burkhead, Government Budgeting (1956)

Allen Schick, Reconciliation and the Congressional Budget Process (1981)

Caiden & Wildavsky, Planning & Budgeting in Poor Countries (1974)

Brecher & Horton, Setting Municipal Priorities (1984 or any year's edition)

7. Leadership and Standard Operating Procedures

Stephen Covey, Principle-Centered Leadership (1992)

Chester Barnard, The Functions of the Executive (1979)

Ernst House, Jesse Jackson and the Politics of Charisma (1988)

Daniel Goleman, Emotional Intelligence (1995)

8. Facing Challenges of a Changing Society

Mark Moore, Creating Public Value (1995)

James Mercer, Strategic Planning for Public Managers (1991)

Cohen & Kamieniecki, Environmental Regulation Through Strategic Planning (1991)

Tom Peters, Thriving on Chaos (1987)

Michael E. Porter, Creating and Sustaining Superior Performance (1985)

9. Political Management

Graham Allison, Essence of Decision: Explaining The Cuban Missile Crisis (1971)


Hargrove & Glidewell, Impossible Jobs in Public Management (1990)

Charles Lindblom, "The Science of 'Muddling Through,'" Public Administration Review, 19 (Spring 1959)

Richard Neustadt, Presidential Power and the Modern Presidents (1990)

10. Ethics in Government


Carol Lewis, The Ethics Challenge in Public Service (1991)

Reinhold Niebuhr, The Children of Light and The Children of Darkness (1944)

The Council on State Governments, Public Integrity Annual (1996)

11. Privatization
E.S. Savas, Privatization: The Key to Better Government (1987)


12. Total Quality Management


13. Course Conclusion (New Frontiers)


Brian Joiner, Fourth Generation Management (1994)

Peter Drucker, Managing for the Future (1992)

Tom Peters, Liberation Management (1992)

Alvin & Heidi Toffler, Creating a New Civilization (1995)