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Public Affairs 878
Semester II, 2007-08

Public Management

Public managers are in leadership positions and are—or should be—problem solvers. The purpose of this course is to enhance our understanding of the roles of that managers of public and not-for-profit organizations play in the development and implementation of public policies. We will focus on the character of organizations and how people behave in organizations. Special attention will be devoted to the institutions, traditions, and challenges that characterize the public sector in the United States.

To accomplish our goals, we will use several approaches:

1. Management Plan. Each student will develop a plan for what he or she would do during the first 90 days on the job if you were appointed to head a particular public agency or non-profit organization. The intent of this assignment is to provide a focus for the various topics that we will cover in the course and to apply organizational analysis, strategic management, and leadership strategies to a specific case.

Please inform me (feel free to use email) of the agency or organization that you are using for this plan no later than February 6.

2. Case studies. Part of the learning process in this course will be inductive. Class discussions will focus heavily on case studies. It is essential that case studies be read before the class meeting in which they will be discussed. Specific assignments to help generate class discussions will be given to individual members of the class once the semester has begun and the class roster is clear.
3. Exercises. We will be doing a number of exercises to assess your individual leadership style and preferences and to develop skills in planning, personnel management, and fiscal management. Some of the exercises will be done in class and others outside of class. I will distribute information and instructions for these exercises via email and by posting on learn@UW. (I will also post outlines for class discussions on learn@UW prior to each class meeting.)
4. Conceptual discussions. The book by Mark Moore will be read and discussed at the beginning of the semester. His discussion of strategic

management provides us with a conceptual context for our consideration of the other topics and issues that we will be covering. Likewise, the book by Gortner, et.al. and essays in the Stillman reader provide theoretical frameworks that we will use, especially as we move inductively from the specifics of case studies to more general lessons.

Grading

	<u>Due</u>
10% Participation in class discussions	-----
15% Organization theory essay	Feb. 27
15% PERT/CPM chart	March 5
15% Position analysis	April 9
15% Budget exercise	April 23
30% Management plan	May 7

Course Outline

The University Bookstore has ordered the following:

Mark Moore. *Creating Public Value*
 Richard Stillman, ed. *Public Administration* (8th edition)
 Harold F. Gortner, et.al. *Organization Theory* (3rd edition)

Jan. 23	<u>Introduction and overview</u> Stillman, Chapter 1 Succession Planning/Career Planning (handout)
Jan. 30	<u>Creating public value</u> Moore, entire
Feb. 6	<u>Decision making</u> Stillman, Chapters 7 & 8 Gortner, et.al., Chapter 7
Feb. 13	<u>Organizations and Program Management</u> Stillman, Chapters 2 & 10 Gortner, et.al., 1, 3, & 4 (pp. 105-126)
Feb. 20	<u>Organization Culture</u> Stillman, Chapters 6 & 11 Gortner, et.al., 8
Feb. 27	<u>Project and Emergency Management</u> Stillman, Chapter 9 & 15 Gortner, et. al., Chapter 4 (126-148) and Chapter 5

- March 5 Authorizing environments
 Stillman, Chapters 4 & 13
 Gortner, et. al., Chapters 2 & 3
- March 12 Intergovernmental relations
 Stillman, Chapter 5
- March 15-23 Spring break
- March 26 Administrative law
 Stillman, Chapter 14
- April 2 Administrative ethics
 Stillman, Chapter 16
 Gortner, et. al., Chapter 6
- April 9 Leadership theory
 Stillman, Chapter 3
 Gortner, et. al., Chapter 9
 Leadership style assessment (handout)
- April 9 Position analysis due*** (handout)
- April 16 Human resource management
- April 23 Budget exercise due*** (handout)
- April 23 Public Budgeting
 Stillman, Chapter 12
- April 30 Public Budgeting, continued
- May 7 Summary & conclusion
 Gortner, et.al., Chapter 10