

Public Affairs 878

Semester II, 2008-2009

Paul R. Soglin

Syllabus

Office hours: Monday 1:00-3:15 pm

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Public Management

Effective public management requires considerable skill and knowledge. It is necessary for individuals to develop effective practices to lead, coach, and manage the organization. The human and financial resources of public agencies are limited. Through better management agencies will achieve their policy goals.

This course covers three facets of public management.

- *Sketch the values that shape public affairs.* Policy makers, public managers, and citizens hold equity, efficiency, effectiveness, responsiveness, and accountability in high esteem. Achieving any of them is difficult. Achieving all may be nothing more than an admirable goal. We will examine the competing forces shaping the pursuit of values in public affairs and how this competition shapes public policy.
- *Examine the fundamental theories shaping administrative behavior.* Implementation of policy is public management. We will examine the theories that shape how people think about and do the business of government.
- *Apply the course material.* We will use case studies during the course to augment the text material. We will examine real problems that emerged in the federal, state and local governments in recent years.

This course recognizes the creative dimensions of public management as well as lessons learned from success in the private sector. We will learn both through an examination of relevant literature and through observation and participation, how specific individual and agencies practice their management in the public service.

Exams and Papers and Other Requirements

Students are expected to attend all classes, to read materials relevant to each session, and to participate in discussions, voluntary or otherwise. The course grade will be determined as follows:

- **General participation** in class discussions **10 points**
- **Analysis of the reading.20 points**
For each week, two or more students will sign up to lead the opening discussion on a section of the reading material. No later than 8:00 PM on the Sunday prior to presentation, the students will email to the class an analysis, no more than 1200 words, of key issues in the reading. As with the Management Plan, your class presentation and role in leading the discussion is part of your grade.

- **Budgeting paper. 30 Points** Identify two current budget issues in state or local government, one of which is consistent with best practices, one that is not. 2000 words. Due March 9, 2009.
- **Paper on bureaucracy based on the readings. 45 points** Specifics will be provided in class (This will be a case study.). 4000 words. Due April 6, 2009
- **Team Management Plan. 50 points** Each student team (4-5 students) will develop a plan for what they would do during the first 90 days on the job if you were appointed to head a particular public agency. 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. You should have your agency selected and discussed with me no later than February 9, 2009.

The team will produce a final report and produce a clear, thorough and thoughtful analysis with recommended solutions. The paper is to be 6500-8000 words pages. All students on a team will receive the same grade.

We will draw straws for oral presentation dates for the last three class periods. You will have a total 50 minutes for your presentation and to respond to questions and criticism from the class. It is strongly recommended that your presentation be no longer than 30 minutes, leaving the remaining time for questions and discussion. In the real world, the ability to present a coherent recommendation, concisely, is an expected management skill. Due April 20, 27, and May 4, 2009

- **Final Examination. 45 points.** Yes, we will have one. Students will complete a take home, open book final examination by May 11, 2009. No more than 4500 words, it will cover course reading material.

Grading: 200 eligible points
 A; 190 points or more
 AB, 180-189 points
 B, 170-179 points
 BC; 160-169 points
 C: 150-159 points

Rescheduled Classes

Once during the course of the semester it may be necessary for me to be out of town on a class day. On the first day of class we will identify one future two hour period during the semester to use as a back up, should this occur. My thanks to Professors Dennis Dresang and Susan Yackee for their assistance in providing materials and advice for this course.

Readings

Arthur Okun, *Equality and Efficiency: The Big Tradeoff*

Carolyn J. Hill, Laurence E. Lynn Jr, *Public Management: A Three-Dimensional Approach*

Assigned reading available from the **Copy Center in Room 6120 Social Science**.
Obtain this material prior to the first day of class.

Course Outline

- January 26** Introduction and Overview.
Okun, *Equality and Efficiency: The Big Tradeoff* entire
Readings -Woodrow Wilson and Max Weber
Case -*Ruckelshaus and the EPA*
- February 2** Continue Introduction and Overview
Goodsell, *Bureaucracy Despised, Disparaged, and Defended*,
Hill, Lynn Chapter 1-2
- February 9** Budgeting
Local Budgeting from readings
GFOA –Recommended Budget Practices and attached newspaper articles
- February 16** Hill Lynn Chapter 3 & 4
Case -*Commute Partnerships*
Case –*Little Rock School District*
- February 23** Hill, Lynn Chapter 5
Street Level Bureaucracy – readings
Case -*Improving Decision Making and Patron Service in the King County Library System*
- March 2** Hill, Lynn Chapter 6
Case- *The Muni Equipment Maintenance Division*
- March 9** Hill, Lynn Chapter 7
Case -*Registry of Motor Vehicles – Watertown*
Budgeting paper due
- March 16** Spring Break
- March 23** Hill, Lynn Chapter 8

Case -Labor-Management Cooperation at the Los Angeles Bureau of Sanitation

- March 30** Hill, Lynn Chapter 9,
- April 6** Carr, Littman, Condon, “Improvement Driven Government”
Chapters 1,2,16, 19-20 (available at student lounge or office at La
Follette)
Reinventing Government
Bureaucracy paper due.
- April 13** Hill, Lynn Chapter 10
Miranda, Privatization in Chicago’s City Government
- April 20** **Presentations 2 presentations**
- April 27** **Presentations 3 presentations – 3 hour class (6:30 finish)**
- May 4** **Presentations – 2 presentations**
Final Exam Handed Out

Guidelines for Management Plan Assignment

The purpose of the Management Plan is to discuss what you would do if you were appointed to head the public agency or nonprofit organization that you have selected for this assignment. The pedagogical intent is to provide an opportunity for you to integrate and synthesize much of the material that we are covering during the semester.

Please follow the outline below.

- I. Describe the organization and its challenges
 - a. Basic characteristics
 - i. Mission
 - ii. Authorizing environment
 - iii. Structure
 - iv. Size and nature of workforce
 - v. Size of budget and source of funds
 - b. Organizational culture
 - c. Productivity and performance indicators
 - d. Human resource management system or approach
 - e. Budget system or approach
 - f. Problems
 - i. General?
 - ii. How would you analyze or diagnose potential problems in a detailed, specific manner?

- II. Your goals
 - a. Long-term
 - b. Within 90 day period

- III. Your strategy (limit to first 90 days)
 - a. Relate to your leadership style
 - b. Indicate how you will know whether you have achieved your goals

This should be 15-20 pages (6500-8000 words), double-spaced, in length.

Due: April 20, 27 or May 4 depending upon presentation date

Guidelines for Case Analyses

1. What's the story? What's the problem?
2. Who are the main characters and what are their goals?
3. Where is control over the key variables?
 - a. Who?
 - b. Unified or diffuse?
4. What are the arguments for and against options?
 - a. Substantive?
 - b. Political?
 - c. Administrative?
5. What are the general lessons? How does this relate to the conceptual readings?