Overview
The course is designed to introduce you to the field of public management. It is a practical course organized around the tools managers may use to influence the behavior of their organizations. The course also discusses the political environment in which public managers must interact.

Recitation
Tuesdays, 8:45am - 10:30am
IAB Room 404

Grading
Case Memos: 35%
Final Group Case Study: 35%
Group Presentation: 15%
Lab and Class Participation: 15%

NOTE: Students are responsible for reading all seven cases assigned for the course and should be prepared to discuss each case in class and lab. Students are required to choose four (4) cases out of the seven (7) options upon which to write case memos during the semester. The lowest graded memo will be dropped. Please note that EMPA students are not required to attend lab, but must complete five (5) memos instead. Fulltime MPA students are required to attend lab.

Required Texts
Steven Cohen and William Eimicke, The Effective Public Manager (EPM), Fourth Edition (Please note this is a new edition)

Steve Cohen and William Eimicke, The Responsible Contract Manager: Protecting the Public Interest in an Outsourced World

David Osborne and Peter Hutchinson, The Price of Government

Course Outline
Lecture 1. Introduction--Managing Toward 2014

Lecture 2. Leadership:

Lecture 3. Strategic Planning:
Assignments Due:
Leadership Memo Due
Required Readings:
Cohen and Eimicke - Chapter 10, The Effective Public Manager

Lecture 4. Budgeting and financial management:
Required Readings:
Cohen and Eimicke - Chapter 9, The Effective Public Manager -
Osborne and Hutchinson - Part II (p. 97-132) -
Lecture 5. Performance Management

Assignments Due:
Strategic Planning Memo Due

Required Readings:
Cohen and Eimicke - Chapter 8, The Effective Public Manager -
Osborne and Hutchinson - Part III (p. 149-210) -

Lecture 6. Partnerships and collaboration

Topic:
Partnerships and collaboration

Assignments Due:
Performance Management Memo Due

Required Readings:
Cohen and Eimicke – Chapters 1, 5, 6, The Responsible Contract Manager: Protecting the Public Interest in an Outsourced World

Lecture 7. Contract management

Topic:
Contract management

Assignments Due:
Partnership Memo Due

Required Readings:
Cohen and Eimicke - Part IV (Pg.159-200), The Responsible Contract Manager: Protecting the Public Interest in an Outsourced World

Lecture 8. Decision making and risk management

Assignments Due:
Public Private Partnerships Memo Due

Required Readings:
Osborne and Hutchinson - Part IV (p. 227-272)

Lecture 9. Managing communications

Assignments Due:
Risk Memo Due

Required Readings:
Cohen and Eimicke - Chapter 11, The Effective Public Manager

Lecture 10. Ethical management practices

Assignments Due:
Communications Memo Due

Required Readings:
Cohen and Eimicke - Chapters 2, 12, The Responsible Contract Manager: Protecting the Public Interest in an Outsourced World

Eliot Spitzer: "The People's Lawyer" - 2 Articles - Eliot Spitzer: "The People's Lawyer" - Disgraced

Lecture 11. Managing change

Required Readings: Cohen and Eimicke - Chapter 6, The Effective Public Manager

Lecture 12+13. Group presentations

SIPA U6000 – Sample 2:

Course Description

Government institutions shape the formulation and implementation of public policies. How these institutions are organized and managed and, crucially, how they interact with their broader governance environment can determine policy outcomes. A canon of public management approaches to improve organizational effectiveness has evolved in advanced industrialized countries. How well do these universal principles and techniques fit with institutional problems confronted by developing countries? This course will explore public management in less developed -- both middle income and fragile, low-capacity - environments. It will ground the discussion in theoretical thinking about organizations, economics and politics but will emphasize practice, providing students with a perspective on tackling problems under real-world conditions. Where appropriate, the course will reflect on the experience of international development assistance agencies in promoting institutional development. The developing country focus notwithstanding, the course will deconstruct the global public management revolution that has swept the developed world, as this has been the template for much of the advice offered to poor countries over the last several decades. The course will employ lectures, case studies, as well as team simulation and role-playing exercises that provide students with the opportunity to walk in the shoes of on-the-ground public management practitioners.

Requirements

Lectures: The weekly class typically will be lecture with discussion. You are required to come prepared, having read the readings assigned and are encouraged to participate in the class discussion. You will be responsible for all material presented in lectures. The power point presentations used in each lecture will be available on the Courseworks site after the lecture.

Labs: The weekly lab sessions will be led by the teaching assistant. The teaching assistant may review and discuss material covered in the lecture as well as additional case materials to be assigned.

Groups: Teams will be formed to participate in a simulated policy exercise using case material to be provided in class. The groups will work on their exercise during the lab sessions. The teams will deliver a structured memo and present their findings in the final class.

Final Exam: A take-home final exam, covering the entire course curriculum, will be due on May 11, 2010. No late submissions will be accepted after this date.

Method of Evaluation
Reflections on Readings (choose any five sessions, each worth 3%) - 15%
Class and lab participation - 20%
Group presentations - 25%
Final Exam - 40%

Required Readings

Required readings will either be available online on the Courseworks site or placed on library reserve.

Lecture 1: Introduction: Organizations, Institutions and International Development

Lecture 2: The Global Reinvention Wave: Public Management in the Developed World

Required Readings:


Recommended Readings:


Lecture 3: Civil Service Reform in Developing Countries (1): Pay and Employment Fundamentals

Required Readings:

- Lindauer, D. and Nunberg, B. Rehabilitating Government, 17-32; 119-159. (R)

Recommended Readings:

Lecture 4: Civil Service Reform in Developing Countries (2): Can Good Practice Be Imported? Moving Towards Merit in Developing Administrations

Required Readings:
- Grindle, M. "The Good, the Bad, and the Unavoidable: Improving the Public Service in Poor Countries." Donahue, J. and Nye, J.S. For the People: Can We Fix the Public Service? (Washington, DC: Brookings, 2003), pp. 90-113. (Class Files)

Recommended Readings:

Lecture 5: Getting the Light Bulb to Change: Culture, Leadership and Ethics

Note:
There are several changes in the reading assignment for this week

Required Readings:
- Reforming Tony Soprano's Morals," (Forbes.com) by Ray Fisman (May 22, 2006). (Article)

Recommended Readings:
- Neal, Tansey. "The Dynamics of effective corrupt leadership: lessons from Rafik Hariri's political career in Lebanon." The Leadership Quarterly. 21 (2010) 33-49. (class files)

Lecture 6: Managing Public Finances in Developing Countries
Required Readings:


Recommended Readings:

- M. Moore, "Taxation and the Political Agenda, North and South" Forum on Development Studies, Number 1 (2004). (Text)

Lecture 7: The Post-Calamiity State: Rebuilding Institutions in Fragile Environments

Required Readings:

- Cliffe, Sarah & Manning, Cliff, "Practical Approaches to Building State Institutions," (Text)
- World Bank - News & Broadcast - Disaster Experts Share Lessons for Haiti (Text)

Recommended Readings:

- Barma, Naazneen Haider, "Crafting the State: Transitional Governance and the International Role in Post-Conflict Peacebuilding," Chapter 4. East Timor—An Eviscerated State, Ph.D. Dissertation, University of California, Berkeley Fall 2007 (Text)
- Barbara Nunberg, The State After Communism, Chapters 6 (by Hans Ulrich Derlien) and 7. (Text)
- Carmet, David and Samy Yiagadeesen, "A Marshall Plan for Haiti? Think again" (Article)

Lecture 8: Inter-governmental Management

Required Readings:

- P. Smoke, "Decentralization in Africa: Goals, Dimensions, Myths and Challenges," Public Administration and Development, Vol. 23 (2003), No. 1. (R)
Note: The notation "(R)" indicates that the reading is available through the Library Reserves, located on the left sidebar of your courseworks window. All of the required readings here are available electronically on the library reserves, for your convenience.

**Recommended Readings:**
- J. Cohen and S. Peterson, *Administrative Decentralization Strategies for the 1990s and Beyond* (West Hartford, CT: Kumarian Press, 1999), Chapters 1-3 (pp. 1-68). (R)
- R. Work, "Decentralizing Governance: Participation and Partnership in Service Delivery to the Poor," in Rondinelli and Cheema. 195-218. (R)

**Lecture 9: Managing Public Services: Delivering at the Sectoral Level**

**Required Readings:**

**Recommended Readings:**

**Lecture 10: The Art of the Impossible: Managing the Politics of Public Management Reform**

**Required Readings:**
- Lindauer and Nunberg, Ch. 11. [http://www.worldbank.icebox.ingenta.com/content/wb/1048](http://www.worldbank.icebox.ingenta.com/content/wb/1048)

**Recommended Readings:**
- Wilson, Chs. 5, 11.

**Lecture 11: Reform from the Outside-In: Does AID Help?**

**Required Readings:**
- Easterly, William. *The White Man's Burden: Why the West's Efforts to Aid the Rest Have Done So Much Ill and So Little Good.* Chapters 1 and 11. (Available in Lehman Library on Reserve)
- Manor, James (ed.), *Aid That Works: Successful Development in Fragile States, Directions in
Development, Public Sector Governance (The World Bank: 2007): chapter 1 and 3. (Text)

Recommended Readings:

Lecture 12: Doing it Better? Innovative Public Management Practice

Required Readings:

Recommended Readings:

Lecture 13: Group Presentations (Part I)

Assignments Due