

CORE MANAGEMENT SAMPLE SYLLABI

SIPA U6000 – Sample 1:

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:

Required Readings: *The Price of Government* - Hutchinson and Osborne - Part V (p. 307-326)

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"](#)[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:

- March, J. G. and H. A. Simon. 1958. *Organizations*. Cambridge, MA: Blackwell, Chs.2, 6. (12-33.) (R)
- Grindle, Merilee. 1996. *Challenging the State*. Cambridge, Cambridge University Press, Ch. 1 (1-17) (R)
- Van Arkadie, Brian (with comment by John Nellis), "The Role of Institutions in Development," in *Proceedings of the World Bank Annual Conference on Development Economics*, 1989. Supplement to *the World Bank Economic Review and the World Bank Research Observer*. 153-179. (R)
- Schick, Allen. 1990. "Budgeting for Results: Recent Development in Five Industrialized Countries. *Public Administration Review*. 50: 26-34. ([Text](#))
- Hood, C and Peters, G. 2004. "The Middle Aging of New Public Management: Into the Age of Paradox?" *Journal of Public Administration Research and Theory*. 14:267-282. ([Text](#))
- Pollitt, C. (2002) 'The New Public Management in International Perspective: An Analysis of Impacts and Effects' in K. McLaughlin, S. P. Osborne and E. Ferlie (2002) *The New Public Management: Current Themes and Future Prospects*. London and New York: Routledge. (Class Files)

Recommended Readings:

- United Nations Department of Economic and Social Affairs. *Unlocking the Human Potential for Public Sector Performance. World Public Sector Report 2005*. United Nations, New York. 2005. Ch. I. ([Text](#))
- Ban, Carolyn. 1995. *How Do Public Managers Manage?* San Francisco, Jossey-Bass, 22-52. (R)
- Allison, G. T. 1969. "Conceptual Models and the Cuban Missile Crisis." *American Political Science Review* 63(3): 689-718. ([Text](#))
- Vaughan, Diane. 1990. "Autonomy, Interdependence and Social Control: NASA and the Space Shuttle Challenger." 35(2): 225-257. ([Text](#))
- Scott, Graham, Ball, Ian, Bale, Tony, "New Zealand's Public Sector Management Reform: Implications for the United States," *Journal of Policy Analysis and Management*, Vol. 16, No. 3, 1997 ([Text](#))
- North, D.C. "Institutions and Economic Growth: An Historical Introduction." *World Development* 17(9):1319-1332. ([Text](#))

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)
- Nunberg, B. et al. 2006. *Modeling Pay and Employment*. World Bank PREM note 105. Washington, D.C. World Bank. (R)
- Burns, John. 2003. "Downsizing the Chinese State: Government Retrenchment in the 1990s." *The China Quarterly*. 175 (1) 775-802. ([Text](#))
- The World Bank. *Public Sector Reform: What Works and Why? An IEG Evaluation of World Bank Support*. Independent Evaluation Group. The World Bank Group, Washington DC. 2008. 45-91. ([Text](#))

Recommended Readings:

- M. Stevens and S. Teggemann, "Comparative Experience with Public Service Reform in Ghana, Tanzania and Zambia," in B. Levy and S. Kpundeh, *Building State Capacity in Africa*, (Washington, DC: World Bank Institute, 2004), pp. 43-87.

- Osborne, D. and Hutchinson, Peter. 2004. *The Price of Government*. New York. Basic Books. 97-145.

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)
- Rauch, James E. and Peter B. Evans, "Bureaucratic Structure and Bureaucratic Performance in Less Developed Countries," *Journal of Public Economics*, Vol 75(1), 2000: 49-71. ([Text](#))
- C. Polidano, "Why Civil Service Reforms Fail" *Public Management Review*, Vol. 3 (2001), No. 3, pp. 345-361. ([Text](#))
- Nunberg, Barbara. Exporting Administrative Excellence: Adapting Advanced-Country Models to Developing Contexts. In C. Ban and N. Riccucci, *Public Personnel Management: Current Concerns and Future Challenges* (Longman Press, 2002) (Class Files)
- Minogue, Martin. 2001. "Should flawed models of public management be exported?" McCourt, W. and Minogue, M. *The Internationalization of Public Management: Reinventing the Third World State*. Northampton. Edward Elgar Press. (R)

Recommended Readings:

- C. Polidano, "Administrative Reform in Core Civil Services: Application and Applicability of the New Public Management," in McCourt and Minogue (2001), pp. 44-69.
- H. Taylor, "Human Resource Management and New Public Management: Two Sides of a Coin that has Low Value in Developing Countries?" in McCourt and Minogue (2001) 174-195.
- United Nations Department of Economic and Social Affairs. *Unlocking the Human Potential for Public Sector Performance. World Public Sector Report 2005*. United Nations, New York. 2005. Ch. II. ([Text](#))

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:

- G. S. Cheema, "Strengthening the Integrity of Government: Combating Corruption through Accountability and Transparency," in Rondinelli and Cheema (2003) pg. 99-119. (class files)
- Leonard, David K. *African Successes*. Berkeley. University of California Press. pp. 125-144 and 248-274 (class files)
- Messick, Richard. *Income and Assets Declaration: Issues to Consider in Developing a Disclosure Regime*. U-4 Anti-corruption Resource Center Issue Paper 2009: 6. (R)
- Reforming Tony Soprano's Morals," (Forbes.com) by Ray Fisman (May 22, 2006). ([Article](#))

Recommended Readings:

- Manning, Bayless. "The Purity Potlatch: An Essay on Conflicts of Interest, American Government and Moral Escalation." *The Federal Bar Journal*. 239-256.
- R. Klitgaard, *Controlling Corruption*, Berkeley, CA: University of California Press, 1988), Chapters 1 and 2.
- Stark, Andrew. "Conflict of Interest in Canada." 125-154. Christine Trost and Allison Gash. *Conflict of Interest and Public Life: Cross-National Perspectives*.
- 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:

- Schick, Allen. 2008. "Getting Performance Budgeting to Perform." ([Text](#)).
- Schick, Allen, "A Contemporary Approach to Public Expenditure Management", (Washington, DC: The World Bank, 1998), Chapter 2 ("Managing Public Expenditure in Developing Countries), pp. 29-46. ([Text](#))
- M. Moore. "Revenues, State Formation, and the Quality of Governance in Developing Countries," *International Political Science Review*, Vol. 25, No. 3, pp. 297-319. ([Text](#))

Recommended Readings:

- S. Wallace, "Fiscal Architecture: A Framework for Analysis of Public Expenditure Needs and Revenue Capacity," (Atlanta, GA: Andrew Young School of Policy Studies, Georgia State University, 2003). ([Text](#))
- M. Moore, "Taxation and the Political Agenda, North and South" *Forum on Development Studies*, Number 1 (2004). ([Text](#))
- Caiden, N. 1980. "Budgeting in Poor Countries: Ten Common Assumptions Re-examined." *Public Administration Review*. 40 (1) 40-46. ([Text](#))

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

Required Readings:

- Call, Charles T., "Building States to Build Peace? A Critical Analysis," *Journal of Peacebuilding and Development*, Vol. 4 No. 2, 2008 ([Text](#))
- Cliffe, Sarah & Manning, Cliff, "Practical Approaches to Building State Institutions," ([Text](#))
- Ghani, A., Lockhart, C., et. al, "Closing the Sovereignty Gap: An Approach to State Building," Overseas Development Institute, 2005 ([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](#))
- Operations Policy and Country Services, "Fragile States: Good Practice in Country Assistance Strategies," 2005 ([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](#))
- James Dobbins, Seth G. Jones, Keith Crane, Beth Cole DeGrasse, "The Beginner's Guide to Nation Building." Rand Corporation, 2007. ([Text](#))

Lecture 8: Inter-governmental Management

Required Readings:

- L. Hooghe and G. Marks, "Unraveling the Central State, but How? Types of Multi-level Governance," *American Political Science Review*, Vol. 97 (2003), No. 2, pp. 233-243. ([Text](#))
- P. Smoke, "Decentralization in Africa: Goals, Dimensions, Myths and Challenges," *Public Administration and Development*, Vol. 23 (2003), No. 1. (R)
- H. Elcock and M. Minogue, "Local Government: Management or Politics?" in McCourt and Minogue (2001). 90-106. (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. Manor, [The Political Economy of Democratic Decentralization](#) (Washington, DC: The World Bank, 1999). ([Text](#))
- 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:

- [Bloomberg Unveils Performance Pay for Teachers](#), by Elissa Gootman, *New York Times* (October 17, 2007).
- Besley, T., and M. Ghatak. 2003. "Incentives, Choice, and Accountability in the Provision of Public Services." [Oxford Review of Economic Policy](#) 19(2): 235-249. ([Class Files](#))
- Tendler, J. 200 . *Good Government in the Tropics*. Baltimore. Johns Hopkins University Press. 21-45. (R)

Recommended Readings:

- *Making Services Work for Poor People*. 2004. World Development Report. Washington, D.C. World Bank. Chs. 1, 3, 7, 10. ([Text](#))

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

Required Readings:

- Heredia, B. and Schneider, B.R. 2003. "The Political Economy of Administrative Reform in Developing Countries." Schneider and Heredia. 281-302. (R)
- Lindauer and Nunberg, Ch. 11. <http://www.worldbank.icebox.ingenta.com/content/wb/1048>
- Nunberg, Barbara et al, "At the Frontier of Practical Political Economy", Policy Research Working Paper, World Bank, January 2010
[Nunberg et al](#)

Recommended Readings:

- Wilson, Chs. 5, 11.
- Reid, Gary J. 2005. *The Political Economy of Civil Service Reform in Albania*.
- Selznick, Philip. *TVA and the Grass Roots*. 1949. Berkeley, University of California Press.
- Knott, J. H., and G. J. Miller. 1987. *Reforming Bureaucracy: The Politics of Institutional Choice*. Englewood Cliffs, NJ: Prentice-Hall, Chs. 2, 3, 12.

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

Required Readings:

- Morss, Elliott. "Institutional Destruction Resulting from Donor and Project Proliferation in Sub-Saharan African Countries." *World Development*, Vol. 12, No. 4, 1984. 465-470. (Class Files)
- Koeberle, Stefan. 2003. "Should Policy-Based Lending Still Involve Conditionality?" *The World Bank Research Observer*. 18 (2): 249-274. ([Text](#))
- 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:

- World Bank. 2009. "Following up on ACCRA: A World Bank Action Plan on Aid Effectiveness." ([Text](#))
- Easterly, William. 2002. "The Cartel of Good Intentions," *Foreign Policy*. 131. 40-49. ([Text](#))
- D. Brautigam and S. Knack, "Foreign Aid, Institutions and Governance in Sub-Saharan Africa," *Economic Development and Cultural Change*, Vol. 52 (2004) No. 2, pp. 255-85 (Class Files)
- Knack, Steven. "Aid Dependence and the Quality of Governance: A Cross-Country Empirical Analysis." *Policy Research Working Paper Series*, No. 2396. ([Text](#))

Lecture 12: Doing it Better? Innovative Public Management Practice

Required Readings:

- Paul, Samuel. "Making Voice Work: The Report Card on Bangalore's Public Services" World Bank Policy Research Working Paper #1921. 1998. ([Text](#))
- Brautigam, Deborah, The People's Budget? Politics, Participation and Pro-poor Policy. *Development Policy Review*, Vol. 22, No. 6, pp 653-668, November 2004. ([Text](#))
- J. Ackerman, "Co-Governance for Accountability: Beyond Exit and Voice," *World Development*, Vol. 32 (2004), No. 3, pp. 447-463 ([Text](#))<http://www.sciencedirect.com/science/article/B6VC6-4BHJTV5-4/2/6e121a221945ed597269bff4c17a4f0c>

Recommended Readings:

- R. Pinto, 1998. "Innovations in the Provision of Public Goods and Services." *Public Administration and Development* 18 .387-397.
- Ravindra, Adikeshavalu. 2004. *An Assessment of Bangalore Citizen Report Cards on the Performance of Public Agencies*. ECD Working Paper Series 12. Washington, D.C. World Bank. ([Text](#))
- Hanna, N. et al. 2009. "National E-Government Institutions: Functions, Models and Trends." 83-102. *Information and Communications for Development*. Washington, D.C. World Bank. ([Text](#))
- Wagle, S. et al. Citizen Report Card Surveys: A Note on the Concept and Methodology. *Social Development Note* 91. ([Text](#))
- Paul, Samuel. *Holding the State to Account: Citizen Monitoring in Action*. Bangalore. Books for Change. Ch. 1. (R)
- S. Paul. "Accountability in Public Services: Exit, Voice and Control," *World Development*, Vol.20 (1992), No.7, pp.1047-1060.
- Kamarck, E. 2007. *The End of Government ...As We Know It*. Boulder. Lynne Rienner Publishers. 99-126.

Lecture 13: Group Presentations (Part I)

Assignments Due