Session 1  
Monday - September 13, 2010  

Topic:  
Introduction -- Managing Toward 2015  

For Class:  
Please print and bring to class the lecture slides (feel free to print out 3 or 6 slides per page and double sided)  

For Tuesday's recitation:  
Please bring: memo format and memo writing exercise  

Files:  
- Lab 1 - September 14  
- Action verbs for memos  
- Lecture 1  
- Memo format  
- Memo writing exercise  

Session 2  
Monday - September 20, 2010  

Topic:  
Leadership  

Required Readings:  
- Cohen and Eimicke; The Effective Public Manager - Chapter 5:  

Files:  
- Lecture 2  
- Lecture 2 updated  
- Memo Instructions  

Session 3  
Monday - September 27, 2010  

Topic:  
Strategic Planning  

Assignments Due:  
Leadership Memo  

Required Readings:  
- Cohen and Eimicke; The Effective Public Manager - Chapter 10:  

Assignments Due:  
- 1 - Leadership Memo  

Files:  
- Lecture 3  

Session 4  
Monday - October 04, 2010  

Topic:  
Budget as a management tool  

Assignments Due:  
Strategic Planning Memo  

Required Readings:  
- Cohen and Eimicke; The Effective Public Manager - Chapter 9:  

Assignments Due:  
- 2 - Strategic Planning Memo
Session 5  
Monday - October 11, 2010  

**Topic:** Performance Management  

**Required Readings:**  
- Cohen and Eimicke; The Effective Public Manager - Chapter 8  
- Cohen and Eimicke; The Responsible Contract Manager - Chapter 7

Session 6  
Monday - October 18, 2010  

**Topic:** Partnerships  

**Assignments Due:**  
Performance Management Memo  

**Required Readings:**  
- Cohen and Eimicke; The Responsible Contract Manager - Chapters 1, 5 and 6

Session 7  
Monday - October 25, 2010  

**Topic:** Contracting  

**Assignments Due:**  
Partnership Memo  

**Required Readings:**  
- Cohen and Eimicke; The Responsible Contract Manager - Pages 159 - 200  
- A City Outsources Everything. Sky Doesn't Fall: Please bring the article to Recitation on Tuesday.

Session 8  
Monday - November 08, 2010  

**Topic:** Risk  

**Assignments Due:**  
Contracting Memo  

**Required Readings:**  
- Goldsmith; The Power of Social Innovation - Chapter 6

Session 9  
Monday - November 15, 2010
**Topic:**
Communication

**Assignments Due:**
- Risk Memo Due

**Required Readings:**
- Cohen and Eimicke; The Effective Public Manager - Chapter 11
- Goldsmith; The Power of Social Innovation - Chapter 5

**Assignments Due:**
- 6 - Risk Memo

**Files:**
- Lecture 9

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**Session 10**
Monday - November 22, 2010

**Topic:**
Ethics

**Assignments Due:**
- Communication Memo

**Required Readings:**
- Cohen and Eimicke; The Responsible Contract Manager - Chapters 2, 12

**Assignments Due:**
- 7 - Communications

**Files:**
- Eliot Spitzer - The People's Lawyer
- Eliot Spitzer - The People's Lawyer Disgraced
- Lecture 10

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**Session 11**
Monday - November 29, 2010

**Topic:**
Innovation

**Required Readings:**
- Cohen and Eimicke; The Effective Public Manager - Chapter 6
- Goldsmith; The Power of Social Innovation - Chapter 1, 2

**Files:**
- Lecture 11