

Public Management

Course 571, Section F6

Rutgers University
Summer 2005 Session June 27-Aug. 17
Public Policy Program
Monday and Wednesday
6:15 – 8:45 pm
Civic Square Bldg., Room 113

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Office hours by appointment

Course Description

This course is intended to convey to the student a basic understanding of key elements of management of a public agency or organization. These include a review of the concept and history of “management” and how public organizational management differs from that in the private sector. Both internal and external environmental factors will be examined, including the influence of partisan “politics”. Management elements to be studied will include management of people: workplace issues, including discrimination, harassment, discipline and accommodating disabilities; leadership; budgeting; service delivery options such as privatization and use of authorities, policy execution/implementation and entrepreneurial management.

The perspective will be that of the CEO or other public agency head. The student will have the opportunity to play the role of the agency head as well as that of an assistant to the agency head in the examination of the various public management elements.

The course is designed to attract students who will serve as assistants to an agency head or as other managers now or in the near future and who may aspire, in time, to become CEOs or other senior managers of public organizations at the Federal, state or local level.

Course Material and Methodology

Use of case studies will be the primary means of instruction. Additionally, readings, lectures, discussion, guest speaker presentations and student role-playing will be included in conveying an understanding of executive public management.

Required texts include the following case studies published by the Kennedy School of Government of Harvard University which are generally relatively short in length:

- 586.0 Bromides for Public Managers
- 911.0 Taking the Helm: Richard Cheney at the Department of Defense
- 1055.0 Three Cases About Sexual Harassment
- 1181.0 Disability Issues in the Workplace
- 1487.0 State Planning in New Jersey (A)
- 1488.0 State Planning in New Jersey (B)

- 1488.1 State Planning in New Jersey (Epilogue)
- 1509.0 The Cleveland School Voucher Program (A)
- 1510.0 The Cleveland School Voucher Program (B)
- 1622.0 Private Food Service in Houston's Public Schools?
- 1622.1 Private Food Service in Houston's Public Schools? (Epilogue)
- 1681.0 Rudy Giuliani: The Man and His Moment

The following books are required:

Drucker, Peter F. The Essential Drucker, Harper Collins, 2001

Paulsen, Terry L. They Shoot Managers Don't They; Managing Yourself and Leading Other in a Changing World, Ten Speed Press, 1991

Osbourne, David and Gaebler, Ted Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector, Addison Wesley Publishing Co., Inc., 1992

It is expected that some additional readings, including handouts at no cost to the students, also will be assigned.

Grading

Three or more memoranda of approximately 3-5 pages each relative to the readings and case studies and possibly other short written documents will be assigned and will collectively constitute approximately 50% of the grade. Class discussion/participation and brief, individual, oral presentations and/or discussion leadership relative to the case study material and dialogue will constitute the remainder of the grade.

April 2005

PUBLIC MANAGEMENT (571) - CLASS SCHEDULE

Rutgers University, Summer 2005 Session June 27 – August 17
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CSB Room 113

Mon. June 27		Introduction, orientation and course overview
Wed. June 29	Topic Reading	Definition, history and employment of “management” Drucker book pp 1-188
Mon. July 4		No class – Rutgers closed
Wed. July 6	Topic Reading	Definition, history and employment of “management” II Drucker book pp 189 to end
Mon. July 11	Topic Case	Public vs. private sector management I Bromides for Public Managers (24 pp)
Wed. July 13	Topic Case	Public vs. private sector management II Bromides for Public Managers (24 pp) Writing assignment I due – Drucker memo
Mon. July 18	Topic Reading	Managing yourself and others Paulsen book (154 pp)
Wed. July 20	Topic Cases	Workplace issues: harassment, discipline, discrimination, accommodating disabilities Sexual harassment (3 pp) Disability issues in the workplace (13 pp)
Mon. July 25	Topic Cases	Policy Execution/Implementation; Smart Growth in NJ State Planning in New Jersey (A), (B), and (Epilogue) Writing assignment II due – management memo
Wed. July 27	Topic Case	Leadership Rudy Giuliani: The Man and His Moment (16 pp) plus video
Mon. Aug. 1	Topic Reading	Entrepreneurial government I Reinventing Government book pp 1-165
Wed. Aug 3	Topic Reading	Entrepreneurial government II Reinventing government book pp 166 to end

Mon. Aug 8	Topic Case	Delivery of services; public/private partnerships Cleveland school vouchers (A) and (B), 16 pp
Wed. Aug 10	Topic Reading	Establishing priorities: Sports vs. other Handout case "The Edifice Complex"
		Writing assignment II due – reinventing government
Mon. Aug 15	Topic Cases	Delivery of service: privatization Houston public schools private food service, including Epilogue (27 pp)
Wed. Aug 17	Topic Case Reading	Delivery of service: budgeting; use of Authorities Taking the Helm: Richard Cheney at The Department of Defense Handouts re authorities

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