

**WWS 594r—Management of Public Organizations**  
**Spring - 2009 M / W 10:40 to 12:10**  
**Robertson Hall—Room 035**  
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### **COURSE EXPECTATIONS and REQUIREMENT**

The purpose of the course is to help equip students with knowledge of management and administrative concepts to perform successfully and responsibly in public organizations. The course will begin with a discussion of the nature of public organizations and move to some concepts on organizational theory, organizational structure, administrative reforms, and decision-making mechanisms. We will also examine the people side of government organizations as well as management and leadership roles within organizations. Recent management innovations in the federal government will be discussed. Case studies will be the principal method of instruction.

The course is intended to move beyond a conceptual framework of public management and administration and help the students develop the knowledge, insights and skills necessary to manage and lead organizations

The course requires extensive reading and class preparation as well as a high level of participation in class. Student assessment will be based on: (1) class participation; (2) submission of 2 short written assignments (3 to 5 pages); (3) one 10 minute oral presentation of (4) a 10- 15 page final paper -- a definition of the paper will need to be submitted by the 4<sup>th</sup> week. Instructions for the paper are attached to this Syllabus. There will be no final examination.

Grading will be as follows – unless you talk me into another arrangement:

- 25 % -- 2 short written papers / memos
- 30 % -- Class Participation & case studies
- 20 % -- Final Oral Presentation
- 25 % -- final paper

### **Texts for Course**

“The Politics of the Administrative Process.” Donald F. Kettl and James W. Fesler. 4th edition, 2009. CQ Press. – referred to as K&F in the course outline

“The Classics of Public Administration” Jay M. Shafritz and Albert C. Hyde. 6<sup>th</sup> edition, 2007. Thomson /Wadsworth. Boston MA – referred to as S&H in course outline.

Others as provided by Instructor / or on Blackboard

## Course Outline

### # 1 March 23 Overview of Course and Nature of Public Administration

Overview of the course & requirements.

Discussion of the difference between management and policy in the public sector.

Discussion of the differences between managing in public v. private organizations.

#### **Preparation:**

-- K&F Text—Chapters 1, 2, 3 -- and associated case studies in text

-- S&H:

“Study of Public Administration,” Woodrow Wilson

“The Administrative State,” Dwight Waldo

“Public & Private Management: Are They Fundamentally Alike in All Important aspects?” Allison

“Government is Different,” Paul Appleby

### # 2 March 25 Organizational Theories, Strategies & Organizational Culture

Alternative approaches to organizing public organizations.

#### **Preparation:**

-- K&F Text – Chapter 4 & associated case study on page 107 –  
“Is the FBI from Mars and the CIA from Venus?”

-- S&H

“Notes on the Theory of Organizations, Luther Gulick

“Bureaucracy,” Max Weber

“Organizations and the Systems Concept,” Katz and Kahn

-- Handout

“The Government of the Future: Dr. Julie Gerberding at the CDC.” in Reflections on 21<sup>st</sup> Century Management from the IBM Center for the Business of Government; and paper on Network Theory – interview with Professor Don Kettl.

# 3 March 30

### **Re-engineering and Reforming a major Agency**

Presentation by Joanne K. Hilferty, MPA'75. Discussion of re-organization efforts of a major non-profit agency, including organizational changes, the need for change management, and re-engineering efforts. Challenges, success and shortcomings will be discussed.

#### **Preparation:**

- K&F Text – Chapter 5 & associated case study in text
- Harvard Business Case Study – “Morgan Memorial Goodwill Industries, Inc.” – by Joanne K. Hilferty

# 4 April 1 **Strategy and Tactics for Administrative Reforms**

Discussion on the challenges surrounding administrative reform efforts.

Presentation of Kennedy School Case Study “Washington State Workers Compensation ... (Part A)

Presentation of Kennedy School Case study – “Washington State Workers Compensation...” (Part B)

#### **Preparation:**

- K&F Text – Chapter 7 and associated case study in text
- Kennedy School Case Study – “The Washington State Workers Compensation Administration: Reforming a Culture of Despair.”
- S&H
  - “Informal Organizations & Their Relation to Formal Organizations, by Chester Bernard
  - “Toward a Feminist Perspective in Public Administration Theory, Camilla Stivers
  - “Toward a New Public Administration,” H. George Frederickson

**# 5 April 6 Presidential Management Reform Efforts**

**Historical overview of how the federal executive branch has organized for management reforms.**

**Discussion of Bush's agenda and the proposed Obama agenda**

**Preparation:**

-- K&F Text – Chapter 6

-- Other Reading:

Jonathan Breul, "Presidential Management Reform Initiatives," in Getting Results: A Guide for Federal Leaders and Managers. Chapter 4.

**# 6 April 8 Organizational & Program Delivery Problems**

Organizational problems in a large scale state agency.

Presentation and discussion of Kennedy case study of "Preventing Child Abuse: The Challenge for a Department of Human Services." .

**Preparation:**

-- K&F Text – Chapters 8 and 9 -- and associated case study in text.

-- University of Washington -- Electronic Hallway Case Study: "Preventing Child Abuse: The Challenge for the Department of Social Service." PART A

-- S&H

"Scientific Management, by Henry Taylor

"Organizations and the Systems Concept," by Katz & Kahn

-- Submission of 1<sup>st</sup> written report:

Compare and contrast the ideas and concepts contained in the articles in S&H assigned for Classes 1, 2, 3 and 4; the Gerberding article; Ms. Hilfrey's presentation, and the network interview with Don Kettl as they relate to managing organizations.

## # 7 April 13 Privatization and Outsourcing

Discussion of implications of privatization and contracting government services

Team presentation of the Kennedy School Case Study “Organizing Competition in Indianapolis.”

### **Preparation:**

--K&F Text – Chapter 12

-- Kennedy Case Study – Organizing Competition in Indianapolis.

-- S&H Text:

The Report of the Commission on Organization of the Executive Branch of the Federal Government,” Hoover Commission Report.

## # 8 April 15 Decision Making

**Discussion of various models for decision-making. No formal presentation required. But, discussion will revolve around chapters from “Essence of Decision Making,” and “Overconfidence in War”**

### **Preparation:**

- -- K&F text – Chapter 10, and associated case study “Steering the Economy.”

-- Kennedy Case Study – “Speech by Ted Sorenson on Cuban Missile Crises” ( presented in class)

-- Selected Chapters from the book – “Essence of Decision Making” by Graham Allison. (see Blackboard for material)

-- Selected Chapter on Cuban Missile Crisis from Donald D.P. Johnson, “Overconfidence and War.

-- S&H

“The Science of Muddling Through,” Lindbolm

“Policy Paradox: The Art of Political Decision- Making.

**# 9 April 20 Budgeting**

**Importance of budgeting to a public organization. Political v analytical decision-making**

**Preparation:**

**--K&F – Chapter 11 and associated case study,” From the Front Lines of Budgeting: Funding SEPTA.”**

**-- S&H**

**“The Lack of Budgetary Theory” V.O. Key**

**“Public Budgeting Amidst Uncertainty and Instability,”  
Naomi Caiden**

**#10 April 22 Implementation of Reform Efforts in a large organization**

**Presentation by former Governor Ruth Ann Minner of Delaware**

**Team presentations of Kennedy School case Study “USDA Civil Rights Reform, Parts 1@2**

**Preparation**

**-- K&F – Chapters 8 and 9 and associated case study**

**-- Kennedy Case Study: “USDA Civil Rights Reform, Part 1 & Part 2”**

**- Submission of 2nd written assignment: Using the Sorenson interview and class discussion, and based on your readings and awareness of the policy involving the decision to go to war in Afghanistan and Iraq, how would you evaluate the process that was followed in deciding to go to war? What theories were followed?**

**# 11 April 27 Class Presentations**

**# 12 April 29 Class Presentations**

