

**EXECUTIVE MPA
PUBLIC MANAGEMENT U8200
FALL SEMESTER, 2003**

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Required Readings:

1. Peter Scholtes (et.al.), *The Team Handbook* (2nd edition)
2. Steven Cohen and William Eimicke, *The Effective Public Manager* (3rd edition)
3. Various articles, Harvard Business School and Kennedy School Cases

Required readings and Harvard Business School Cases are available for purchase at the Columbia University Bookstore.

Kennedy School Cases are available for purchase online at www.ksgcase.harvard.edu (Mark your status as "Academic" to receive a 50% discount on the purchase price.) The names and numbers of the cases are listed below.

Group Case #2: "Managing Success: Partners for Development Reorganization Dongola Office"; Case Number: 1282

Group Case #3: "Municipal Decentralization in Buenos Aires: Creating the Municipality of Hurlingham"; Case Numbers: 1493.0, 1493.1

Group Case #5: "Partners in Local Child Protection Services: The Department of Social Services and La Alianza Hispana" (A) & (B); Case Numbers: 1326.0, 1327.0, 1327.1

Group Case #6: "Raffles Hospital Initiative"; Case Number: 1224.0

Individual Case #4: "Assertive Policing, Plummeting Crime..."; Case Numbers: 1557.3, 1558.3, 1559.3, 1557.1

Recommended Readings:

Steven Cohen and Ronald Brand, *Total Quality Management in Government*
Herbert Kaufman, *The Forest Ranger*

COURSE OUTLINE:

- I. Managing Public Bureaucracies: Traditional Tools**
- II. Dealing with the Bureaucracy's Environment**

September 6: INTRODUCTION TO PUBLIC MANAGEMENT

Readings:

- Steven Cohen, "Defining and Measuring Effectiveness in Public Management."
- Cohen and Eimicke, "The Crisis in Public Management", Chapter 1, The Effective Public Manager (EPM) and "Defining Effective Public Management", Chapter 2, The Effective Public Manager (EPM).

- Communication Skills- Memo writing and Briefings
- What is public management and why is it Important?

I. MANAGING PUBLIC BUREAUCRACIES: TRADITIONAL TOOLS

September 13: A. The Use of Organizational Structure and Organizational Design

Readings:

- Cyrus Gibson, "Understanding and Designing Formal Organizational Structure"***
- Steven Cohen and William Eimicke, "Structuring Systems, Tasks and Responsibilities," Chapter 5, EPM

Group Case #1: Reorganizing the U.S. Environmental Protection Agency: A Reinvention Response

This case illustrates the process of using organization structure as a means of management reform. In early 1993, President Clinton charged Vice President Al Gore with developing a plan to reinvent the Federal Government. Six months later, the Vice President submitted that plan which has become institutionalized and known as the National Performance Review (NPR). Major themes of the NPR are: creating a government that works better and costs less; and, better customer service through flattening hierarchies and empowering workers. Federal agencies have been given substantial flexibility within these parameters to design a reform tailored to their unique responsibilities and needs.

Group Case Presentation # 1:

At the EPA, Former Administrator Carol Browner chose to give substantial flexibility to her ten regional administrators to develop their own reorganization plans, as long as they met the overall outcomes required by NPR and enhanced by Browner. In Region II (New York-New Jersey, Puerto Rico and the Virgin Islands), the Regional Administrator formed a representative 30 member task force to make recommendations to her by November 29, 1994. You have been asked by the Regional Administrator to summarize the task force

recommendations in a group presentation and asked to address the following key questions facing the Regional Administrator as she prepares to submit a proposed reorganization to Administrator Browner:

1. Should the current structure be retained and if not, what new structure should replace it and why?
2. What management slots should be created, which should be cut, and what non-managerial positions should replace those eliminated?
3. How does the new structure provide meaningful career paths for managers moved to non-supervisory positions? Beyond meeting the 1:11 guideline, how does the proposal address the Administrator's other key goals of improving customer service, increasing employee fulfillment, achieving environmental results (improving effectiveness), and creating an organization that works better and costs less?

September 20: TA-Led Session

- Memo Writing
- Advanced Power Point
- Team Building

September 27: B. Human Resource Management

1. Recruiting and Utilizing Women and Minorities
2. Labor Unions and Civil Service

Readings:

- Steven Cohen and William Eimicke, "How to Find and Keep Good People", Chapter 3, EPM
- Steven Cohen and William Eimicke, "The Over regulated Civil Service: The Case of New York City's Public Personnel System," Review of Public Personnel Administration, Spring, 1994.

Individual Case #1 : Civil Service Pay in Hong Kong: Policies, System, Structure and Reform

In 2002, Hong Kong civil servants were the envy of many people. Their salaries, fringe benefits, and employment terms compared favorably with international standards. However, as civil servants staggered from one disaster and mistake to another, the public had an impression that their performance did not match their liberal remuneration. While private sectors were announcing massive layoffs, pay cuts, and reduced benefits in the sluggish economy, the Hong Kong government was under pressure to reduce civil service pay, and at the same time, to increase public accountability and improve performance.

Individual Case Memo #1

You are Carrie Lam, Director of Hong Kong's Social Welfare Department. According to your organizations Vision, Mission and Value Statement, your mission for your staff is: To develop individual potential and reward results; and to empower and build an innovative, cohesive

and professional team. Hong Kong government web site at :

http://www.info.gov.hk/swd/html_eng/cor_info/vis_mis_val/index.html However, as the case indicates you are dealing with an environment that requires pay cuts ranging from 1.58% to 4.42%. You have asked your chief of staff to draft a memo to the staff explaining the need for the cuts, but maintaining your commitment to rewarding results. You have asked the chief to address the following issues:

- Explain why the cuts were enacted.
- Explain the specific cuts that have been enacted.
- Provide a strategy to provide additional rewards while cutting pay.
- Provide a rationale for continuing to work hard and effectively despite the decline in pay.

Group Case #2: Managing Success: Partners for Development Reorg. Dongola Office

This case deals with different management problems in a large, international non-government organization, Partners for Development (PFD). As the new Country Director of PFD's field office in the imaginary nation of Dongola, Sharon Smith arrives in the aftermath of a successful anti-famine program to find the program in need of adjustments. One pressing area Smith must address involves human resources and personnel development.

Group Case Presentation #2:

In order to begin to build a bridge of understanding and support, Smith has formed a working group comprised of expatriates and Dongolans from both the central and field offices to analyze the personnel management challenges facing the Dongolan office. She has asked the group to address the following issues:

1. What are the advantages and disadvantages of incorporating Dongolans into key project positions? What, if any, impediments prevent immediate promotion of Dongolans into these positions? How can these be overcome?
2. Why is recruitment and retention of project managers so difficult? What might facilitate lower turnover and why?
3. What are the impediments that prevent each assistant country director from successfully and efficiently performing and why? What are the challenges to improving the work performance of the current assistant country directors? What changes are necessary to allow the future assistant directors to perform more successfully?

October 4: C. The Use of Budgeting and Financial Management

Readings:

- Steven Cohen and William Eimicke, "Mastering the Budgetary Process," Chapter 9, EPM.
- "Budget Preparation" and "Budget Behavior," Chapters 3 and 4 in Thomas Lynch, Public Budgeting in America

Group Case #3: Municipal Decentralization in Buenos Aires: Creating the Municipality of Hurlingham (Kennedy School of Government Case)

This case discusses the managerial and fiscal challenges faced by a new mayor, Juan Jose, Alvarez, in a new city formed in one of the suburbs of Buenos Aires, Argentina. It discusses using improved services delivery as a method of increasing revenue collections in a community where tax evasion is commonplace.

Group Presentation # 3:

You have been asked by Mayor Alvarez to lead a task force to address the following issues:

1. How are revenues collected in this municipality and why is collection difficult?
2. What is the current fiscal condition of the new city? How can it be improved?
3. What changes should be made in the existing budgetary procedures?
4. What is more important in this situation cutting costs or increasing revenue? Why?
5. Will enhanced service delivery improve revenue collection and What services must be improved first and why?

October 11: D. Management Information Systems and Performance Management Systems

Readings:

- Steven Cohen and William Eimicke, "Gathering, Organizing and Using Information," Chapter 8, EPM.

Individual Case # 2: City of Charlotte (A) and (B)

The city manager's office in Charlotte, North Carolina is attempting to align and focus the city's programs and operating departments. City managers, working collaboratively with the elected mayor and city council, have identified five strategic themes to make Charlotte the number one city in which to live and work. These themes are: community safety, transportation, strong neighborhoods, economic development, and cost-effective government. But the city managers find it difficult to get the individual city operating departments to orient their efforts to these five strategic themes. Each operating department has then been asked to develop departmental balanced scorecards to communicate and focus their local objectives toward accomplishing the city's strategic priorities. Case A describes the development and use of the balanced scorecard as a strategic management system.

Case B shows how two operating departments--transportation and police--translate the high-level corporate scorecard for the city into departmental balanced scorecards. The transportation department follows a highly structured approach designed to link initiatives taken at the departmental and local level to the accomplishment of high-level strategic objectives. The police department uses the scorecard to enact a complete change in culture, focusing the police department on crime prevention and community building, and away from its previous emphasis on dealing with crimes after they occur. Shows two quite different approaches for drilling the scorecard down to local operating departments.

Individual Memo # 2:

You are the new Chief of Staff for the new City Manager of City of Charlotte, North Carolina. Your boss, Hilary Dinkins-Koch, is skeptical about the balanced score card approach to performance management and measurement and would like you to assess the degree to which the system has been useful in city government. She has asked you to examine the experience with this method in the Transportation and Police Departments. Since you had never heard of the balanced scorecard you began by doing a yahoo search and checking out the web site of the Balanced Score Card Institute at: <http://www.balancedscorecard.org>. You then developed a memo for City Manager Dinkins-Koch which addressed the following issues in these two departments:

1. What are the existing methods in place for reviewing and assessing organizational performance in these departments? How do these methods differ in each department?
2. What are the strengths and weaknesses of these assessment tools and procedures?
3. Does the performance measurement system focus on key indicators and do these indicators influence organizational performance levels? If so how and why? If not, why not?
4. What are the advantages and disadvantages of the Balanced Score Card approach?
5. What do you recommend? Should it be continued?

October 18: E. The Role of Leadership and Standard Operating Procedures

Reading:

- Steven Cohen and William Eimicke Developing Effective Working Relationships Chapter 4: EPM
- Steven Cohen, William Eimicke and Jessica Horan, Catastrophe and the Public Service: A Case Study of Government Response to the Destruction of the World Trade Center.

Recommended: Herbert Kaufman, The Forest Ranger

Group Case #4: Catastrophe and the Public Service: A Case Study of Government Response to the Destruction of the World Trade Center.

This case discusses the response of local officials in New York City to the destruction of the World Trade Center on September 11, 2001. The case study details the specific actions taken by these officials and assesses the lessons learned.

Group Presentation # 4:

Mayor Michael Bloomberg has asked you to assess the lessons in leadership and management, taught by New York City's government's response to 9-11. Specifically, you are to address the following issues in a presentation:

1. What actions did Mayor Giuliani take to inspire and reassure New Yorkers?

2. How did Giuliani learn what was going on during the emergency and the clean-up? What additional communication mechanisms might he have considered using?
3. What emergency response SOPs should be reexamined and why?
4. What other officials demonstrated leadership during this crisis?

October 25: F. The Use of Contracts

Reading:

- Donald Kettl, The Competition Prescription and Government and Markets Chapters 1 and 2 of Sharing Power
- Steven Cohen and William Eimicke, The Art and Craft of Contracting, Chapter 6, EPM.

Group Case #5: Partners in Local Child Protection Services: The Department of Social Services and La Alianza Hispana (A) & (B)

In 1989 the Massachusetts Department of Social Services (DSS) approached officials of La Alianza Hispana, a respected nonprofit organization serving the Hispanic community in Boston, to consider taking responsibility for providing child protection and case management services to Latino children and their families. While La Alianza Hispana had no experience in contracting for child protection services, it was under contract to help find foster and adoptive homes for Hispanic children. With an agreement from DSS to provide substantial support services and several other concessions, La Alianza Hispana entered into a contract with the state. The relationship deteriorated between 1991-1993 as DSS underwent cutbacks which resulted in reduced support and oversight for nonprofit contractors.

Group Case Presentation #5:

In 1993, Columbia MPA alum Linda Carlisle was recruited by governor Weld to serve as Commissioner of DSS. She has asked you, her special assistant for contract oversight, to convene a task force to develop a system for managing contractors such as La Alianza Hispana. In particular she has asked your group to address the following issues:

1. Should contracts with nonprofit vendors be standardized?
2. What support services should be provided to La Alianza Hispana to provide child protection services?
3. Should this service be provided in-house or contracted out? Why?
4. How can DSS ensure that nonprofit contractors provide excellent service?

Group Case #6: The Raffles Hospital Initiative

This case describes the complications and difficult choices public administrators face in contracting relationships with private companies. The case discusses the decision faced by the Chief Administrator of Raffles Hospital in Singapore, regarding the future of the hospital's contract with Medco, a medical equipment company based in the United States. Medco has been implicated in a bribery scandal involving a U.S. State Senator. The hospital has a large contract and excellent working relationship with the company which it would like to continue.

At the same time, even the hint of scandal in Singapore's strict anti-corruption environment could be very damaging to the hospital and its Chief Administrator.

Group Case Presentation #6:

Lim Keng Wang, Chief Administrator of Raffles Hospital had just signed an \$8 million contract with Medco to supply advanced technical equipment, including brain scanners when the letter from the Secretary of the Ministry of Health arrived. It was very unusual to receive a letter from the Secretary himself, advising the hospital to consider the scandal in dealing with Medco. The administrators and medical staff were pleased with the contract and some of the medical staff were already in the U.S. receiving training from Medco.

The Chief Administrator has asked your organization, Office of Research and Evaluation, to propose a solution to his dilemma. You have been asked to present a briefing that would review the circumstances leading up to the current situation, identify at least three options and then make a strong case for one of those options. The impact of each option on both the hospital and the Chief Administrator should be included in your teams analysis.

Nov 1 Election Day Weekend: No class

November 8: G. Operations And Team Management

Readings: The Team Handbook: Chapters 4-7

At some point in the management process work itself must be managed. In today's work environment this requires focusing on improving the process through which work takes place, which is discussed in chapter 5 of the Team Handbook, Building an Improvement Plan. It also involves working in groups and dealing with group conflict, which is discussed in chapters 4, 6 and 7. In the summer semester course on management innovation you will deal with team management and TQM as innovation tools, and as method of making organizations more agile and responsive. In this course we will discuss these methods as fundamental tools of internal organizational management.

Memo Assignment #3:

In the organization you work in I am certain you have seen operations that could be improved and group projects that have generated conflict. Draft a memo to your supervisor that utilizes the lessons in the Team Handbook to both improve the way a task in your organizations is performed or to reduce group conflict. Your memo must focus on one of these two concepts. If you are addressing work improvement please address the following issues:

1. What is the work process that is being improved?
2. What is the cause of operational problems with this process?
3. How will you attempt to improve this process?
4. Who is the customer of the output of this work process?
5. What are the likely results of the improvement you will propose (or is it too soon to tell

and why)?

If you are addressing group conflict that occurs in your work place please address the following issues:

1. What is the project or work element that generated this conflict?
2. Who were the people in conflict and what caused the conflict?
3. What strategies do you propose to mitigate the conflict?
4. What improvements in team management do you suggest your organization adopt to reduce the probability of such conflicts in the future.

II. DEALING WITH THE BUREAUCRACY'S ENVIRONMENT

November 15: A. Strategic Planning and Implementation in a Changing Society

Readings:

- Steven Cohen and William Eimicke, "Shaping Organizational Goals and Strategies," Chapter 10, EPM.

Individual Case #4: Assertive Policing, Plummeting Crime: The NYPD Takes on Crime in New York: Assertive Policing, Plummeting Crime: Epilogue: Crime Falls, Doubts Rise

The dramatic reduction in crime in New York City during the 1990s seemed to provide evidence that a well thought-out strategic approach could have a significant impact on government outputs and outcomes. This case tells the story of key management decisions that the New York City Police Department itself credits with the successful attack on the city's crime rate. It describes the strategy adopted by Police Chief William Bratton in deploying the police force. The epilogue raises the issue of police misconduct.

Individual Memo #4:

You are special assistant to the Mayor and he has asked you to analyze the NYPD's strategy and develop a new strategy for the next five years. In your memo, the Mayor has asked you to address the following issues:

1. What were the objectives of Bratton's strategy ?
2. How did the NYPD measure the strategy's accomplishments?
3. Was the strategy successful and why?
4. What new objectives should be set for the next five years? Which existing objectives should be retained and which should be dropped?
5. What were the political constraints that influenced the NYPD's strategy?

November 22: B. Political Management

Readings:

- Steven Cohen and William Eimicke: Dealing with the Media, Legislative Bodies and Interest Groups, Chapter 11, EPM.

Group Case #7: Getting Rid of New York City's Garbage

On December 31, 2001, the city's last remaining landfill closed. In response, the City Council adopted a twenty-year plan for the exportation of DOS-managed waste as the exclusive waste disposal option. However, rising landfill costs, stricter environmental regulations and a growing resistance to interstate waste commerce may soon make out-of-state waste exportation infeasible, and the city could be left without a waste disposal alternative. In 1946 Fresh Kills was created as a temporary response to a New York City waste crisis, fifty-seven years later the hastily developed solution is a nuisance to residents and waterways, and will continue to cause environmental headaches well into the future.

Group Case Presentation #7:

The Mayor asked you and a team of senior staff to help him develop a strategy for dealing with the political issues of siting a waste to energy plant:

1. Why is it so difficult to place the issue of waste disposal on the political agenda?
2. Who opposes and supports the building a waste incinerator and why?
3. What are the pros and cons of:
 - Building a plant in NYC.
 - Building a plant outside of NYC
 - Building a plant at the Indian Point Nuclear Power Plant and closing Indian points nuclear reactor?
4. What actions do you suggest the Mayor take and how should he manage the politics and communication of his actions?

Final Exam Distributed In Class: Due at last class

November 29: No class : Thanksgiving

December 6: C. Ethics in Government

Reading:

- Steven Cohen and William Eimicke How to Ensure that Your Organizations Work is Ethical; re-read pages 230-235 EPM.
- Steven Cohen and William Eimicke Trends in 20th Century Public Ethics

Group Case #8: Is Public Entrepreneurship ethical?

The bankruptcy of Orange County has attracted global attention to the question of the appropriateness of entrepreneurial behavior in the public sector. Recently, other cases of government acting more like a private business than a government agency have also received considerable publicity, some good and some bad. With reinvention, privatization and the drive to do more with less, government officials worldwide are considering entrepreneurial practices to meet the service demands of their citizens while keeping taxes under control.

Group Presentation #8:

You are the chief policy analyst to the recently elected Mayor of Mount Vernon, New York. The Mayor's major campaign theme was a promise to reinvent the city government, bring the entrepreneurial skills that made her a multi-millionaire in mutual fund management to City Hall and raise the quality of life in the city by providing more and better public services, with no new taxes. However, she is aware of the controversy surrounding the appropriateness of public entrepreneurship and has therefore asked you to chair a task force review the cases of Orange County, California, New York City, Indianapolis, Indiana and Visalia, California to provide her with some guidance.

Specifically, she has requested that you assess whether public entrepreneurship is appropriate and ethical. To do this, she suggests that your team review all four of the aforementioned cases and then prepare a briefing, comparing and contrasting Orange County to one of the other three cases in the context of the following questions.

1. Was the entrepreneurship described in the cases appropriate behavior for government and government officials? That is, did the decision-makers in the cases treat their public responsibilities too much like a private business and not enough as a public trust?
2. To what degree is competence an ethical issue and did incompetence lead to unethical results in the cases you reviewed?
3. What specific steps should the Mount Vernon Mayor take to ensure that her government is entrepreneurial but also ethical?

December 6: COURSE CONCLUSION: SOME FINAL PERSPECTIVES AND REACTIONS

Final Exam Due: Discussion of Exam

In-class discussion of exam and critique of course content and delivery.

GRADING

1. **Case memos - 40%**
2. **Final exam - 30%**
3. **Group participation - 20%**
4. **Class participation- 10%**

PUBLIC MANAGEMENT LAB AGENDA

DATE	TOPIC
Sept.20 (during class)	<ul style="list-style-type: none">· Memo Writing· Advanced Power Point· Team Building
October 4	REVIEW OF 1ST SET OF MEMOS
October 11	Presentation of Software I: Harvard Graphics, Project Management & Scheduling Software. etc. (OPTIONAL LAB)

Group Presentations

Group Roles:

1. Group Manager

- Develops and submits workplan detailing group responsibilities, outputs and schedules
- Coordinates the group's work

2. Oral Presentation Team (2 or 3 members)

- Develops briefing book and presentation materials
- Presents 15 minute in-class briefing (15 minute talk, 15 minute Q & A's).

3. Written Report Team (3 or 4 members)

- Outlines, researches and writes required reports and memos

Group Process:

1. Sign-up for groups during first class session.

2. Schedule group meeting with Steven Cohen as soon as possible.
3. Identify group roles at first meeting.
4. Submit workplan for approval.
5. Present written and oral reports.

Alternative Memo Formats

ACTION MEMORANDUM

Used to obtain authorization from a higher level in the hierarchy to undertake an action.

FORMAT

From:

To:

Subject:

Date:

Recommended Action

The action you wish to be authorized to undertake. Describe this action in one or two simple, declarative sentences.

Issues

Causes and effects of the recommended action. Why should the recommended action be authorized? What is the rationale for taking this action? What is the probable effect of taking this action? What will be accomplished? What are the advantages and disadvantages of pursuing this action?

Options

Alternative actions (at least two) to the action you have recommended. These must be plausible alternatives that your manager might choose to authorize. Describe the option in one or two declarative sentences and list the pros and cons of pursuing the option.

Implementation

The immediate, mundane, first tasks involved in carrying out the recommended action. In this section you are asking for authorization to carry out the first several discrete tasks needed to implement the recommended action.

ISSUE MEMO

Used for displaying analysis of a complex policy or management issue. First the issue is divided into component parts, and then for each component a recommendation and rationale or analysis is provided for each recommendation.

FORMAT

From:

To:

Subject: Concise Statement of the Issue

Date:

Background

Why did this issue develop? What are its specific dimensions. List those dimensions.

Issues

For each issue dimension, include a heading that describes the issue. For example: If the subject of the memo was US Acid Rain Prevention Policy, the first heading might be:

1. Acid Rain is Principally Caused by Sulfur Dioxide Emissions at Mid-West Power Plants

After each topical issue heading, include the following subheads:

Recommendation

Rationale/or Analysis

Next Steps

What you want the reader to do, or what you plan to do next to further refine your analysis of the issue.

POLICY MEMO

Used for articulating a policy decision, explaining its objectives and rationale, and detailing steps required for implementation.

FORMAT

Subject: The policy being promulgated.

From: The official under whose authority the policy is being issued.

To: Those responsible for implementing or complying with a policy.

Date:

Purpose

What are the objectives of the policy? What will issuing the policy accomplish?

Discussion

Why is this policy being issued at this time? What is the rationale for its issuance? What problems does it address? What policy (if any) does it replace?

Policy

What are the rules or principles of the policy being issued? What are the policy rules or requirements being promulgated through this memo?

Implementation

What steps are authorized or recommended to ensure that the policies articulated by this memo are carried out?

OPTION MEMO

To delineate a number of alternative responses to a policy or management problem without selecting a preferred course of action or approach.

FORMAT

Subject: A phrase describing the issue being analyzed

From:

To:

Date:

Issue

A one or two sentence statement of the issue being addressed.

Discussion

Why the issue was developed and is worthy of analysis. How did the issue come into existence? Who are the contending parties and where do they stand?

Options

For each alternative a heading is given that briefly distinguishes options from each other. Where possible, use active headings. For example, if the issue was "the elevator crisis at SIPA" you might consider the following option headings:

1. Build new elevators.
2. Move classrooms to the fourth floor.
3. Develop a more effective maintenance program.

Under each heading you would then include the following subheads:

Recommendation- A brief statement that defines the option.

Rationale (or Analysis)- A succinct analysis of the costs, benefits and probable impact of the option. Possibly in pro/con format.

Next Steps

This section is not included in many options analyses. If you are simply stating the alternatives, the next steps are entirely up to your reader. If you are attempting to move the dialogue toward a decision, you should describe the steps that might be taken to come to a decision.

Supplemental Reading List:

1. Introduction and Background

- Robert Caro, *The Power Broker* (1974)
- Robert Penn Warren, *All the King's Men* (1968)
- Robert Reich, *Tales of A New America* (1987)
- Bernstein & Woodward, *All The President's Men* (1974)
- Peter Drucker, *Management for the 21st Century* (1999)
- David Osborne and Ted Gaebler, *Reinventing Government* (1992)

2. What are Management, Public Administration, and Public Management?

- Fred Lane, *Current Issues in Public Administration* (1999)
- Roscoe Martin, *Public Administration and Democracy* (1965)
- Jay Shafritz (ed.), *Defining Public Administration* (2000)
- Marshall & Schram, *Mandate For Change* (1993)
- William Eimicke, *Public Administration in a Democratic Context* (1974)
- Laurence Lynn, *Public Management as Art, Science and Profession* (1996)
- George Fredrickson, *The Spirit of Public Administration* (1997)
- David Osborne and Peter Plastrik, *Banishing Bureaucracy* (1997)

3. The Use of Contracts

- Peter Drucker, *Managing the Non-Profit Organization* (1990)
- Lester Salamon, *Partners in Public Service* (1995)
- Donald Kettl, *Sharing Power* (1993)
- Ralph Kramer, "Voluntary Agencies and the Contract Culture," *Social Service Review*, March 1994, pp. 33-60.
- Lawrence Martin, "A Proposed Methodology for Comparing the Costs of Government Versus Contract Service Delivery," *1994 Municipal Yearbook*, pp. 12-15.
- Stephen Goldsmith, *The 21st Century City* (1997)
- David Osborne, *Laboratories of Democracy* (1988)
- Steven Cohen and William Eimicke, *Managing Privatization: The Tools, Skills, Goals and Ethics of Contracting*, prepared for presentation to the Annual Meeting of the American Society for Public Administration, Newark, New Jersey, March 10-13, 2001.

4. The Use of Organization Structure and Organizational Design

- James Q. Wilson, *Bureaucracy* (1989)
- Philip Selznick, *TVA and the Grass Roots* (1966)
- Gerth & Mills, *From Max Weber* (1970)
- Hodge, Anthony & Gales, *Organization Theory* (1996)
- Peter Senge, *The Fifth Discipline* (1990)
- Chester Barnard, *The Functions of the Executive* (1938)
- Michael Hammer, *Beyond Reengineering* (1996)

5. Personnel Issues

- Ronald Sylvia, Public Personnel Administration (1994)
 - Richard Haas, The Power to Persuade (1994)
 - Herbert Simon, Administrative Behavior (1965)
 - Frederick Mosher, Democracy and the Public Service (1970)
 - Lee Bowes, No One Need Apply (1987)
6. Budgeting, Financial Management and MIS
- Aaron Wildavsky, The New Politics of the Budgetary Process (1988)
 - Jesse Burkhead, Government Budgeting (1956)
 - Allen Schick, Reconciliation and the Congressional Budget Process (1981)
 - Caiden & Wildavsky, Planning & Budgeting in Poor Countries (1974)
 - Brecher & Horton, Setting Municipal Priorities
7. Leadership and Standard Operating Procedures
- Stephen Covey, Principle-Centered Leadership (1992)
 - Ernst House, Jesse Jackson and the Politics of Charisma (1988)
 - Morrison, White & Van Velson, "Executive Women: Substance Plus Style," in Fred Daniel Goleman, Emotional Intelligence (1995)
 - James MacGregor Burns, Leadership (1978)
8. Facing Challenges of a Changing Society
- Mark Moore, Creating Public Value (1995)
 - James Mercer, Strategic Planning for Public Managers (1991)
 - Cohen & Kamieniecki, Environmental Regulation Through Strategic Planning (1991)
 - Tom Peters, Thriving on Chaos (1987)
 - Michael E. Porter, Creating and Sustaining Superior Performance (1985)
 - Tom Peters, Liberation Management (1992)
 - R. S Daniels, Transforming Government: The Renewal and Revitalization of FEMA (2000)
 - Steven Cohen and William Eimicke, Strategic Planning Workbook (1998)
9. Political Management
- Graham Allison, Essence of Decision: Explaining The Cuban Missile Crisis (1971)
 - Philip Heymann, The Politics of Public Management (1987)
 - Hargrove & Glidewell, Impossible Jobs in Public Management (1990)
 - Charles Lindblom, "The Science of 'Muddling Through,'" Public Administration Review, 19 (Spring 1959)
 - Richard Neustadt, Presidential Power and the Modern Presidents (1990)
10. Ethics in Government
- James Wilson, The Moral Sense (1993)
 - Carol Lewis, The Ethics Challenge in Public Service (1991)

- Reinhold Niebuhr, *The Children of Light and The Children of Darkness* (1944) The Council on State Governments, *Public Integrity Annual*