

Public Management
PST 510
University of Massachusetts, Dartmouth
Policy Studies Department
Spring 2009

Lecturer: Edward M. Lambert, Jr.
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Class Hours: Monday 6:00pm-8:45pm
Office Hours: Monday 5:15pm-6:00pm or by appointment

Required Texts:

Richard J. Stillman, *Public Administration: Concepts and Cases*, 8th ed. (Boston: Houghton Mifflin, 2005), paperback
Case Study packet- to be provided
Various reading selections to be provided

Course Description and Objectives:

This Public Management course will attempt to familiarize you with the various aspects of the field of Public Management/administration. Other courses within the MPP program will allow you the opportunity to build on your introductory knowledge and skill base built in this course. This course is designed to provide you with an introduction to public management through readings and discussion with an emphasis on public management case studies. A goal of the course is for you to experience actual public management challenges and problem solving, through the use of case studies and real life scenarios.

Course Organization:

This course will follow a lecture format supported by relevant case studies. Students are expected to actively join in class discussion and therefore, class participation is part of the grade. Students are expected also to have read the assigned material before it is discussed in class.

Case studies will be assigned to individuals to analyze, provide an introduction, help facilitate discussion, and write a short decision memo. The full discussion and proposed resolutions of the cases will be a full class activity. Each student will be responsible for one case study presentation. A decision memo should be no more than 2 double-spaced pages that will provide a brief overview of the decision(s) to be made, the key players involved, and what you would do and what decision(s) you would make if you were the key decision maker in the case.

Expectations:

All students are expected to come to class having read the assigned readings and prepared for case study discussions. Active participation in class discussions is expected. Exams

will be mostly essay and short answer. Makeup exams will only be scheduled in cases of serious medical or family issues and at the sole discretion of the instructor. Papers submitted late will receive a penalty of ½ of a grade per day that the paper is late. Attendance is important and will be reflected in class participation and case study grading.

Grading:

The grade for the semester is based on the following criteria:

Final Exam: 25%

Midterm Exam: 20%

Written report: 20%

A short research paper, worth 20% of your grade. You must identify and interview a public official who works at the local, state, or federal level. Your choice of official must be approved by me, as must be your list of questions. The paper will be a summary, no more than 10 pages, of your interview tied to concepts presented in this course.

Case studies: 25%

Case studies will be assigned to individuals to analyze, provide an introduction, help facilitate discussion, and write short decision memos due prior to class discussion of the case.

Class Participation: 5%

Oral Report: 5%

Weekly Topics and Reading Assignments

Jan. 26: Introduction, Orientation, and Assignments

Feb. 2: Public Management and Methods of Management.

Readings: Stillman PA chapters 1 & 10

Case Studies: Martin, "The Blast in Centralia No. 5"
Langewiesche, "The Lessons of Valujet 592"

Feb. 9: The Development of American Bureaucracy

Readings: Stillman PA chapters 2 & 15

Case Studies: Lardner, "How Kristen Died"
Lambright, "The Human Genome Project"

Clippings: Newspaper/articles on public management challenge,
to be discussed periodically and Dec. 7

- Feb. 17th: Policy Analysis, Decision Making Planning and Implementation
 Readings: Stillman PA chapter 8
 Case Studies: Providing a municipal ambulance service
 Contracting for trash
 Paper: **Choice of public official for interview due**
- Feb. 23rd: Public Personnel
 Readings: Stillman PA chapters 6&11
 Case Studies: Personnel or People
 Cedar Valley Slowdown
- March 2nd: Public Finance and Budgeting
 Readings: Stillman, PA chapter 12
 Case studies: Welcome to the new Town Manager
 Conant, "Wisconsin's Budget Deficit"
 Paper: **List of interview questions due**
- March 9th: The politics of the budgetary process
 Case studies: Unknown taxpayer Preferences
 Redesigning the Budget Process
 County Prison Overtime
- March 23rd: Midterm Exam
 (if time permits, Hurricane Katrina and communication)
- March 30th: Communication & Public Management
 Readings: Stillman, PA chapter 9,
 Case Study: Rosegrant, The Shootings at Columbine High School
- April 6th: Leadership in the Public Sector, Life in the fishbowl
 Readings: (Heifetz and Linsky, Leadership on the Line chapters 3&7)
 Other: Guest Speaker
- April 13th: Ethics
 Readings: Stillman, PA chapter 16
 Case studies: Principles under Pressure
 Fire or be fired
- April 27th: Politics and Administration
 Readings: Stillman, PA chapter 14, Review Wilson Chapter 1
 Case Study: Developing a Purchasing System
 Begin student presentations on written reports
- May 4th: Reinvention and the New Public Administration
 Review of Public Management Challenges
 Complete student presentations on written reports

May 11th: Review for Final

Final Exam Week: Final Exam