POL 551/651
PRODUCTIVITY IMPROVEMENT FOR MANAGERS
IN GOVERNMENT AND NONPROFIT ORGANIZATIONS

May 12, 14, 19, 21, 26, 28 and June 2, 4, 11 and 16

6:00 - 10:00 PM

Room: Memorial Room TBA

Prof. J. P. West (jwest@miami.edu)   Summer 2016

Office Hours: 10:30-11:30 am and 5:00-5:50 p.m. on class days

Phone: 284-2500

This course is designed to: (1) introduce students to the key issues, concepts, cases, techniques and research findings pertaining to productivity improvements in U.S. public and nonprofit or private organizations; (2) encompass productivity improvement efforts at all levels of government and in the private and independent sectors; (3) consider both the technical factors and human factors which influence greater productivity; (4) help students to learn to diagnose and respond to productivity problems of organizations; and (5) develop conceptual and analytical skills in designing strategies for measuring, implementing and evaluating productivity.

The required texts for the course include:

> S. Liff, *98 Opportunities to Improve Management in Government*. Tysons Corner, VA: Management Concepts Press, 2014.
> E. Berman, *Performance and Productivity in Public & Nonprofit Organizations*. M.E. Sharpe, 2006.
> J. Bowman, J. West & M. Beck, *Achieving Competencies in Public Service: The Professional Edge*. Routledge, 2010.

Sources for oral reports (not for purchase):

Caught Between the Dog and the Fireplug (KA), The Public Administrator's Companion (SE), Drive (DP), The Collaborative Public Manager (OB), Paths to Making a Difference (PL), Managing Public Sector Projects (DK), Government Contracting (WC), Lean for the Public Sector (BT), The Tools of Government (LS), Public Administration in East Asia (EB), The Four Pillars of High Performance (PL), The 2020 Workplace (MW), The Foundations of Organizational Evil (OE), Improving the Performance of Government Employees ((IP), Foundations of Public Service (PS), The State of Public Administration (PA), Cultural Competence for Public Managers (CC), The Future of Success (RR), It We Can Put a Man on the Moon (E0), and additional journal articles authored by your instructor and others.

The students is expected to: (1) do extensive reading in preparation for class discussions; (2) participate actively in class discussions, cases, role plays, etc.; (3) complete a final research project (to be mutually agreed upon with the instructor); (4) complete class presentations to be described later in the course; and (5) complete 6 quizzes and a final exam.

Final grades are determined on the basis of a 180-point scale established at the end of the semester. The dimensions of evaluation and their respective weights are as follows: (1) quizzes (40 points); (2) final research project (40 points); (3) final exam (40 points): (4) class presentations, written and oral (50 points): and (5) class participation and involvement (10 points).

Attendance at each meeting of the class is expected of each student.

Although the content of the course might be altered somewhat as we progress, on the following page is an outline of the subjects to be covered.

COURSE ASSIGNMENTS

Each student will be asked to present TWO oral reports in class (approximately 10 minutes) and FOUR "stand and deliver" reports (2 minute each).* The first of the 10-minute reports will be based on articles/chapters related to productivity improvement drawn from the various sources provided by your instructor. The articles/chapters are listed on the last three pages of the syllabus. Read each assigned article/chapter carefully and be prepared to summarize it orally to the class on the night/day assigned. On the night of your oral report, you will be asked to distribute to class members a TWO-PAGE TYPEWRITTEN SUMMARY of your report OR all of your Power Point slides. Students making Power Point presentations should provide a hard copy as well as an e-mail attachment with the slides to your instructor in advance of the class in which the material will be presented.

This syllabus includes a list of dates for your two 10-minute oral reports. Select TWO articles/chapters, one from the first list AND one from the second list. Note when you select a chapter/article you are also selecting a date. You should select TWO different dates for your oral presentations. Next to the dates you choose, write your name. (REMINDER NOTE: Each student should have ONE article/chapter from the first list and ONE from the second list).

The "stand and deliver" (or Jack-in-the Box) presentations will be informal (no Powerpoints) and limited to two minutes each. A signup sheet for the brief reports will be circulated in class. The source book of topics is in the *98 Opportunities* text. The topics are typically very short (2 to 4 pages in length). You are asked to briefly summarize and explain the utility of the four items you select. The idea here is to build awareness of the wide range of strategies available to improve government performance.

The final exam will be essay type. The exam questions will be drawn from a pool of study questions which I will prepare and distribute at least a week before the exam. The exam will cover materials assigned and discussed throughout the course (i.e. cumulative).

Final research project** (plus a 2-page summary of the project for distribution to the class) will be due on June 9th. Students will be asked to orally summarize their project* (approximately 15 minutes) in the two class meetings on June 7th and 14th. Final exam is on June 12th.

> * 3rd oral report is related to your final research project.
> ** Assignment described in separate handouts

PROFILE OF INSTRUCTOR

Jonathan P. West, Ph.D., Northwestern University, 1969. Dr. West, a Professor, is and Director of the Master of Public Administration program. Teaching interests include American Politics, Public Policy and Public administration. Professor West has taught at American University, the University of Houston, and the University of Arizona. He served as a management analyst in the U. S. Surgeon General's Office Department of the Army, Washington, D. C. Professor West has published nearly 100 articles and book chapters which have appeared in journals such as Public Administration Review, Administration & Society, Political Research Quarterly, Polity, Policy Studies Journal, and Review of Public Personnel Administration. His two books, Quality Management Today: What Local Government Managers Need to Know (1995) and The Ethics Edge (1998, 2006) were published as part of the Practical Management Series by the International City/County Management Association. Sage published his award-winning co-authored book, Human Resource Management in the Public Service (Sage, 5th ed, 2016). His latest co-authored book titled, American Politics and the Environment is published by SUNY Press (2nd ed., 2016). His co-authored book is titled, Achieving Competencies for the Public Service: The Professional Edge: (M.E. Sharpe, 2nd ed., 2010). His co-edited book in published in 2007 by Taylor & Francis is American Public Service: Radical Reform and the Merit System. His recent co-authored book is Public Service Ethics: Individual and Institutional Responsibilities (CQ Press, 2015). Dr. West is a member of the American Political Science Association and the American Society for Public Administration. He has received numerous teaching awards, including the Award for Excellence in Teaching in the Executive MBA Program and a Research Excellence Award from the School of Business Administration. For 17 years he was the Managing Editor of a journal titled, Public Integrity published by M.E. Sharpe and co-sponsored by the American Society for Public Administration, the Council of State Governments, the Council of Governmental Ethics Laws, the Ethics Resource Center, and the International City/County Management Association.

DATE	TOPICS FOR READING/REPORTS	READING ASSIGNMENT
May 12	Introduction What is Performance? An Overview The Accountability Strategy: Performance Measurement Dealing with People Day-to-Day Preface to JBJWMB	NOTE: reading for first class EB, Preface, ch 1, 8, pp. ix-xii, 3-22, 143-162; JBJWMB, pp. vii-x SL, pp. 1-20
May 17	Major Performance Challenges Dealing with People Day-to-Day Managing Performance Working with Unions Public Service Today Student Reports: 1L1-1L5; 2L1-2L5, Items 1-16 in SL Quiz 1	EB, ch 2, pp. 23-42; SL, pp. 21-60 JBJWMB, pp. 3-35
May 19	Achieving Success Productivity Through People Addressing Problem Situations Coping with Politics The Technical Professional Student Reports: 1L6-1L10; 2L6-2L10, Items 16-32 in SL Quiz 2	EB, ch 3 & 7, pp. 43-63; 125-142; SL, pp. 60-110 JBJWMB, pp. 36-68
May 24	Strategic Planning: What's the Mission? Developing the Right People, Systems, Programs Improving Your Performance The Ethical Professional Student Reports: 1L11-1L15; 2L11-2L15, Items 33-49 in SL Quiz 3	EB, ch 4, pp. 64-85; SL, pp. 111-159 JBJWMB, pp. 69-97
May 26	Information Technology Optimizing Your Resources Developing Supervisors & Managers The Consummate Professional Student Reports: 1L16-1L20; 2L16-2L20, Items 50-66 in SL	EB, ch 6, pp. 108-124; SL, pp. 160-204 JB, pp. 99-133

Quiz 4

DATE	TOPICS FOR READING/REPORTS	READING ASSIGNMENT
May 31	Rethinking the Organization Leading Performance Leveraging Resources Dealing with Politics The Future of Public Service Student Reports: 1L21-1L25; 2L21-2L25, Items 67-82 in SL Quiz 5	EB, ch 9, pp. 163-183; SL, pp. 204-261 JB, pp.135-173
June 7	The Quality Paradigm Oldies But Goodies Improving Your Employees' Viewpoint Epilogue EB Student Reports: 1L26-1L30; 2L26-2L30, Items 83-98 in SL Quiz 6	EB, ch 5, 10, Epilogue, pp. 86-105, 184-206; SL, pp.261-320 JB, pp. 175-184
June 9	Student Final Research Project Reports	None
June 14	Student Final Research Project Reports	None

FINAL EXAM (Conducted in class on June 21st)

Key: EB=*Performance and Productivity in Public & Nonprofit Organizations*
        SL=*98 Opportunities to Improve Management in Government*
        JBJWMB=*Achieving Competencies in Public Service: The Professional Edge*

STUDENT ORAL CHAPTER SUMMARY ASSIGNMENT SIGN-UP SHEET (EACH STUDENT SHOULD SIGN UP FOR ONE OF THESE CHAPTERS ON LIST 1; THEN, FOR YOUR SECOND REPORT, SIGN-UP ON LIST 2 THAT FOLLOWS; AND FOR YOUR THIRD REPORT, SIGN UP ON LIST 3 THAT FOLLOWS):

LIST 1:
Select ONE from list

DATE	CHAPTER TITLE	STUDENT NAME
5/17	1L1. Dealing with the Media, Legislative Bodies & Interest Groups (MG)	
5/17	1L2 Shaping and Supporting a Strategic Process (SWOT) (SE)	
5/17	1L3. Surveys and Focus Groups (SE)	
5/17	1L4. Multi-Attribute Utility Technique (SE)	
5/17	1L5. Attendance Management (MG)	
5/19	1L6. Working with Politicians (KA)	
5/19	1L7. Working with the Press (KA)	
5/19	1L8. Learning From Your Boss (KA)	
5/19	1L9. Dealing with Unpleasant and Difficult People (KA)	
5/19	1L10. The New Focus on Results (O)	
5/24	1L11. The Tyranny of Toxic Managers (O)	
5/24	1L12. A Public Administration Education in the 3rd Party Era (OB)	
5/24	1L13. Understanding the Job of the Collaborator (PL)	
5/24	1L14. Introducing Public Sector Project Management (DK)	
5/24	1L15. Project Planning, Part 1 (DK)	
5/26	1L16. Project Planning, Part 2 (DK)	
5/26	1L17. Grants (O)	
5/26	1L18. The Empowerment of Service Workers (O)	
5/26	1L19. Competent Jerks, Lovable Fools (O)	
5/26	1L20. Public Values in Special Districts (O)	
5/31	1L21. Mapping the Value Stream (BT)	
5/31	1L22. Charting Ethics in Asia (O)	
5/31	1L23. Streamline Your Business Process: The Technical System (IP)	
5/31	1L24 Reorganize Activities That Affect Performance (IP)	
5/31	1L25. Using Metrics to Track & Improve Performance (IP)	
6/7	1L26. The Role of Public Administration in Public Policy & Analysis (PS)	
6/7	1L27. Machiavellians and Organizational Evil (OE)	
6/7	1L28. Imagining and Managing Organizational Evil (OE)	
6/7	1L29. Cultural Competency for Managers & Supervisors (CC)	
6/7	1L30. Public Leadership in a Shared Power World (PS)	

Key: Sources include *Caught Between the Dog and the Fireplug (KA), The Public Administrator's Companion (SE), Drive (DP), Managing Public Sector Projects (DK), Managing Government Employees (MG), Government Contracting (WC), Lean for the Public Sector (BT), The Tools of Government (LS), Public Administration in East Asia (EB), The Four Pillars of High Performance (PL), The 2020 Workplace (MW), Improving the Performance of Government Employees (IP), Foundations of Public Service (PS), The Foundations of Organizational Evil (OE), Cultural Competence for Public Managers (CC).*
O= Other or West articles

LIST 2: Select ONE article

DATE	CHAPTER TITLE/SOURCE	STUDENT NAME
5/17	2L1. Managing Indirect Government (LS)	
5/17	2L2. Public Administration in East Asia (EB)	
5/17	2L3. History and Context of Public Administration in Mainland China (EB)	
5/17	2L4. Public Policy Process and Public Participation in Mainland China (EB)	
5/17	2L5. Cops, Teachers and the Art of the Possible (on Blackboard)	
5/19	2L6. In Search of Extraordinary Results (O)	
5/19	2L7. Municipal Strategies for Controlling Personnel Costs (O)	
5/19	2L8. What is Managerial Mediocrity? (on Blackboard)	
5/19	2L9. Solutions to Problems of Managerial Mediocrity? (O)	
5/19	2L10. Intergovernmental Relations in Mainland China (EB)	
5/24	2L11. The Effective Manager…Takes a Break (O)	
5/24	2L12. Managing Emotional Intelligence in U.S. Cities (O)	
5/24	2L13. The Four Pillars of High Performance (O)	
5/24	2L14. Public Service Ethics and Anticorruption Efforts in Mainland China (EB)	
5/24	2L15. The Call of the Wild: Zookeepers, Callings, and the Double-edged Sword of Deeply Meaningful Work (O)	
5/26	2L16. Psychological Contracts in Local Government (0)	
5/26	2L17. Workplace Relations: Friendship Patterns & Their Consequences (O)	
5/26	2L18. The Impact of Management Workplace Habits (0)	
5/26	2L19. Performance Management Reform in Mainland China (EB)	
5/26	2L20. Electronic Surveillance in the Workplace: Legal, Ethical & Managerial Issues (0)	
5/31	2L21. Twenty Predictions for the 2020 Workplace (MW)	
5/31	2L22. Professional Associations and Public Administration: Making a Difference (PA)	
5/31	2L23. Accreditation and Competencies in Education for Leadership in Public Service (PA)	
5/31	2L24. The Pursuit of Accountability: Promises, Problems and Prospects (PA)	
5/31	2L25. Technology and Public Management Information Systems (PA)	

6/7	2L26. Citizen-Driven Administration (PA)	
6/7	2L27. Collaborative Public Agencies in the Network Era (PA)	
6/7	2L28. Public Administration's Legal Dimensions (PA)	
6/7	2L29. Governance in the Midst of Diversity (PA)	
6/7	2L30. New Public Management: Lessons from Abroad (PA)	

Key: Sources include *Caught Between the Dog and the Fireplug (KA)*, *The Public Administrator's Companion (SE)*, *Managing Public Sector Projects (DK)*, *Lean for the Public Sector (BT)*, *The Tools of Government (LS)*, *Public Administration in East Asia (EB)*, *The Four Pillars of High Performance (PL)*, *The 2020 Workplace (MW)*, *State of the Discipline (PA)*

O= Other or West articles

POL 551--Quiz Dates/Coverage

5/17 Quiz 1 (Day 2) Berman chapters 1 & 8, Liff, pp. 21-60, Bowman, pp. 3-35; lecture notes, handouts from Day 1.

5/19 Quiz 2 (Day 3) Berman chapters 2 & 3, Liff, pp. 60-110; Bowman, pp. 36-68; lecture notes, handouts, student reports from Day 2.

5/24 Quiz 3 (Day 4) Berman chapter 4 & 7, Liff, pp. 111-159; Bowman, pp. 69-97, previous day's lecture notes, handouts from student presentations on Day 3.

5/26 Quiz 4 (Day 5) Berman chapters 6, Liff, pp. 160-204; Bowman, pp. 99-133, previous day's lecture notes, handouts from student presentations on Day 4.

5/31 Quiz 5 (Day 6) Berman chapter 9, Liff, pp. 204-261; Bowman, pp. 135-173, previous day's lecture, student reports on Day 5.

6/7 Quiz 6 (Day 7) Berman chapters 5 & 10, Epilogue; Liff, pp. 261-320; Bowman, pp. 175-184 previous day's lecture, handouts from student presentations on Day 6.

Policy on Cheating and Plagiarism

The UM Honor Code is strictly enforced on all class-related assignments. Students found to be cheating or plagiarizing will receive an "F" for the course in accordance with POL Departmental policy. Final written/oral projects should be the student's original work. They should not be based on assignments from a previous or another current class.