

**Syllabus**  
**Kenneth S. Apfel**  
**Advanced Management**  
**Fall 2005**

Faculty: **Kenneth Apfel**  
Course Number: **PA 384C**  
Unique Number: **64020**  
Classroom: **3.102**  
Time: **Tuesday, 9-Noon**  
Office: **3.236**  
Office Hours: **Tuesday, 1:30-4:30 PM**  
Telephone: **471-6267**  
E-mail: **kapfel@mail.utexas.edu**  
Assistant: **Sharon Tutchings, Rm. 3.235; s.tutchings@mail.utexas.edu**  
Telephone: **232-4019**

**Description:** This course introduces students to management principles and practices, with a focus on public agency administration. We begin with discussion on the nature of public administration and move to organization theory and the effect of structure on executive branch behavior. We will also examine the “people” side of government organizations as well as management and leadership within organizations. Many case studies are examined in depth to provide real life context for the course content.

The course is designed to go beyond a conceptual framework of public management by also helping students develop the knowledge, insights and skills necessary to manage and to lead government organizations. Students will also work in small group settings on a number of management skill-building exercises, such as “supportive communication” and “managing conflict”.

The course requires extensive reading and class preparation as well as a very high level of participation in class. Student assessment will be based on class participation, short written assignments, one 20-page paper and oral presentations. There will be no final examination. In addition, individuals and small teams of students will make presentations in class on a variety of management topics.

**Readings:**

All of the readings for the course are available on ERes. In addition, the following portions of the texts referenced in the syllabus will be on ERes and will also be on reserve in the Public Affairs Library (PAL):

(W&C) Whetten, David A. and Kim S. Cameron. 2005. *Developing Management Skills* (Sixth Edition). Upper Saddle River, NJ: Prentice Hall Publishers.

(S&H) Shafritz, Jay M. and Albert C. Hyde. 1997. *Classics of Public Administration* (Fourth Edition). Fort Worth, TX: Hartcourt Brace College Publishers.

(K&F) *The Politics of the Administrative Process* by Kettl, Donald and Fesler, James, 2005 (Third Edition), Chatham, NJ: Chatham House Publishers

(M&G) Milakovich & Gordon. 2004 *Public Administration in America* (Eighth Edition) Belmont, CA: Wadsworth/Thomson Publishing

## **Student Responsibilities and Assessment**

My assessment will be based on class participation, short and long written assignments and oral presentations. After a few weeks, the class will decide on the relative importance of the various assignments for the purposes of grading (see next page).

**One-page memos:** Individuals will develop short memos on a variety of topics, including topics from Government Executive and Governing magazines. The purpose of the memos is to sharpen both writing and management skills. Some memos will analyze management concepts or problems; others will simulate real life situations in organizations.

**Class participation:** Overall class participation will be part of the assessment. Students must prepare for class and actively participate during class. Class participation is a key to success in the course.

**Team exercises:** The class will be divided into several teams to lead class discussions on various topics. One team assignment will be to lead a class discussion on a case study. Each team that leads a discussion of a case study will also submit a two page written case analysis. Another team assignment will be to lead a discussion on a management skill building exercise. Team members will be graded on the content of the presentation and the degree of class involvement in the topic.

**Administrative agency study:** In lieu of a final examination, each student will write a 20-page field study of a federal, state or local agency or a non-profit organization. Each student will make a short presentation on the analysis at the end of the semester.

A one-page description of the topic of the administrative agency study is to be provided and approved half way through the semester. The final paper (hard copy) is due mid-day on December 12, 2006.

**My Proposal for Assessment:**

**Your Proposal:**

• One page Memos	20%	%
• Case Study*	15%	%
• Management Skills Exercise	15%	%
• Administrative Agency Study	40%	%
• Overall Class Participation	10%	%

\*Case Study assessed half for oral presentation and half for written presentation.

I will be using the +/- grade system, as approved by the Graduate Assembly. For more information:

[http://www.utexas.edu/ogs/student\\_services/academic\\_policies/plus\\_minus.html](http://www.utexas.edu/ogs/student_services/academic_policies/plus_minus.html)

**Policy on Scholastic Dishonesty:** Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students, and the integrity of the University, policies on scholastic dishonesty will be strictly enforced. For further information, please visit the Student Judicial Services web site at:

[www.utexas.edu/depts/dos/sjs/](http://www.utexas.edu/depts/dos/sjs/)

**Class Schedule and Assignments**

**1) September 6: Overview**

General introductions, overview of course and discussion of syllabus and grading. Identification of core team assignments. Discussion of student prepared memos on the materials delivered to your mailboxes and discussion of Behn “Manager’s Choice” dilemma.

**Readings:**

- Materials delivered to your mailboxes. **Note: Memo Due 9/6.**

## 2) September 13:

### **The Nature of Public Administration**

Overview of the field of public administration, including the historical development of the field. Hand in Myers-Briggs survey.

#### **Readings:**

- K&F: Chapter 1
- Stillman: "The Search for the Scope & Purpose of Public Administration", pp 1-5. *Public Administration*, 2000
- M&G: pp 23-26
- Wilson: "The Study of Administration" (Excerpts).
- Frederickson: "Toward a New Public Administration" (Excerpts)
- Mosher: "The Issues", *Democracy and the Public Service*, pp 3-25, optional
- Behn: Manager's Choice #9 "Coping with Political Pressure"

## 3) September 20:

### **Management Rule # 1: Know Thyself**

Class discussion on Myers-Briggs and on the importance of developing solid management skills. Team presentation on supportive communication.

#### **Readings:**

- W&C: "The Critical Role of Management Skills" pp 1-11
- W&C: "The Importance of Effective Communication" pp 212-236
- Nichols: "Listening to People". *Harvard Business Review on Effective Communications*, 1999 (optional)
- McCaskey: "The Hidden Messages Managers Send." *Harvard Business Review on Effective Communication*, 1999 (optional)
- Myers-Briggs: *Gifts Differing*, pp 1-15 and 83-116
- Keirsey: "Leading and Intelligence" pp 286-331, *Please Understand Me* (optional)

## 4) September 27:

### **Organizational Theories and Organizational Culture**

Alternative theories on public organizations. One page memo due on organizational culture. Team presentation on Managing Conflict.

#### **Readings:**

- K&F: Chapter 3.
- Henry: "The Threads of Organizations: Theories", pp 58-78, *Public Administration and Public Affairs*, 2004 (optional)

- Weber: “Bureaucracy” pp 54-63, *Public Administration*, 2002 (skim)
- Gulick: “Notes on the Theory of Organization” S&H, pp 81-89, (skim)
- Simon: “The Proverbs of Administration” S&H, pp 127-135, (optional)
- “Indicators of Culture” (handout)
- Rosenbloom: “A Political Approach to Public Organization (pluralism)” pp 192-198, *Public Administration*, 2002 (skim)
- M&G: pp 160-169 (Human Relations)
- Behn: Managers Choice #4 “Can Personnel Be Fixed?”
- W&C: “Interpersonal Conflict Management” pp 345-373
- Schmidt: “Management of Differences”. *Harvard Business Review on Negotiation and Conflict Resolution*. 2000 (optional)
- Blake: “Overcoming Group Warfare” *Harvard Business Review on Negotiations and Conflict Resolution*. 2000 (optional)

## 5) October 4:

### Organizational Problems

Discussion on organizational problems in administrative agencies, with a focus on the new Department of Homeland Security and the reorganization of the intelligence agencies. Discussion of case study of State Department of Social Services. Team presentation on motivation.

#### **Readings:**

- K&F: Chapter 6.
- M&G: pp 90-93
- Homeland Security and Intelligence Reform reading packets
- Electronic Hallway Case Study—Preventing Child Abuse: The Challenge for the Department of Social Services, Part A
- W&C: “Increasing Motivation and Performance” pp 299-325
- Herzberg: “One More Time: How do You Motivate Employees?” *Harvard Business Review on Motivating People*, 2003 (optional)
- Nicholson: “How to Motivate Your Problem People” *Harvard Business Review on Motivating People*. 2003 (optional)

## 6) October 11:

### Administrative Reforms

Discussion on the challenges surrounding administrative reform efforts, with particular focus on Bush management reforms. Team presentation on case study of the Washington State Workers Compensation Administration. One page memo due on “Busted DMV”.

#### **Readings:**

- F & K: Chapter 4

- Rosenbloom: “The New Public Management”, pp 21-28, *Public Administration*, 2002
- Breul: “Presidential Management Reform Initiatives,” *Getting Results: A Guide for Federal Leaders & Managers*, Chapter 4
- Kennedy School Case: “The Washington State Workers Compensation Administration: Reforming a Culture of Despair.” Part A
- Cohen & Eimicke: “Reengineering” Chapter 3, *Tools for Innovators*, pp 31-48
- National Performance Review: “From Red Tape to Results: Creating a Government that Works Better and Costs Less”, (optional)
- S&H: pp 535-542, (optional)
- Weinstock: “Red Light District” *Government Executive*, March 2002
- Gruber: “President and CEO” *Government Executive* magazine 7/15/04
- Behn: *Manager’s Choice #3 “Busted DMV”*

## 7) October 18:

### **Contracting Out/Privatization/Outsourcing/Networks**

Discussion on the implications of privatization and contracting out. Case study on organizing competition in Indianapolis. Discussion of Behn article.

#### **Readings:**

- Kennedy School Case: “Washington State” part B
- Henry: “Intersectoral Administration”, pp 331-340, *Public Administration and Public Affairs*, 2004
- Goldsmith & Eggers: “The New Shape of Government” Chapter 1, pp. 3-24, *Governing by Networking: The New Shape of the Public Sector*, Brookings 2004
- K&F: pp 73-75, (Third Party Administration) 247-251 (Public Choice) and 313-320 (Contracting)
- Stillman: “Public Sector Deregulation”, (includes James Q. Wilson excerpts) pp 473-484, *Public Administration*, (2002)
- Kennedy School Case: “Organizing Competition in Indianapolis”, Parts A and B.
- Peckenpaugh: “Tall Order” *Government Executive*, June 2003
- Walters: “Going Outside” *Governing Magazine*, May 2004
- Press: “The At-Risk-Youth Industry”, *Atlantic Monthly*, December 2002, (skim)

## 8) October 25:

### **Human Resources Management**

Overall structure of the civil service system and senior level positions. Discussion on the future workforce challenges facing the government workforce.

One page memo (**due close of business October 23**) on disability issues in the public workplace. Memo to be sent to [kapfel@mail.utexas.edu](mailto:kapfel@mail.utexas.edu)

**Readings:**

- Kennedy School Case: “Disability Issues in the Workplace”
- Henry: “Managing Human Resources in the Public Sector” pp 250-302, *Public Administration and Public Affairs*, 2004
- Zeller: “The State of Civil Service”, Government Executive, February 2004
- Zeller: “Performance Pay Perils”, Government Executive, February 2004
- Case study: Ridgeway: “*Sexual Harassment: Innocent Initiation or Hostile Work Environment?*”
- Thomas & Ely: “Making Differences Matter: A New Paradigm for Managing Diversity”, (optional)
- Ingraham: “Changing Work, Changing Workforce, Changing Expectations” skim S&H, pp 567-577, (optional)

**9) November 1:**

**Making and Implementing Decisions**

Discussion on theories of decision-making. Discussion of the “Challenger” disaster. Why implementing policy decisions is harder than setting policy. Team presentation on case study of USDA Civil Rights Reform.

**Readings:**

- M&G: “Decision Making in Organizations”, pp 205-221
- K&F: “Implementation”, pp 295-305
- Kennedy School Case: “USDA Civil Rights Reform” Part 1
- Dickey: “Shuttle Shakeup”, Government Executive, August 2003
- Dickey “NASA’s Next Step”, Government Executive, April 2004
- Skaff: “Strengthening Federal Agency Management” pp 53-82, *The Prune Book*, (optional)

**10) November 8:**

**Performance Management and Information Management**

Performance measurement, managing for results, information management, E-government—all aimed at strengthening information, assuring greater accountability and getting better outcomes. One page memo due on assessing a federal agency using materials from the Federal Government Performance Project.

**Readings:**

- Selected Federal Government Performance Projects Reports for 1999, 2000, 2001 & 2002, 2003 & 2004  
<http://www.govexec.com/features/pastfeat.htm>
  - 1999 Government Performance Report
  - 2000 March Issue
  - 2001 Federal Performance Report
  - 2002 Federal Performance Report
  - 2004 January Issue
- Kennedy School Case “USDA” Part 2
- Walters: “Measuring Up”, pp 4-12, 28-47 (skim) and 48-59.
- Treverton: “The State of Federal Management”, Government Executive, January 2004
- Shoop: “The Missing Link”, Government Executive, April 2004
- Broadnax: “SSA and Performance Management” from *Quicker, Better, Cheaper*, 2001 (quick skim)
- K&F: pp. 386-389
- Kersten: “Do or Die”, Government Executive Magazine, October 2004 (optional)
- Gansler: “Digitally Integrating the Government Supply Chain: E-Procurement, E-Finance, and E-Logistics”, IBM Endowment for the Business of Government, 2003
- Lee: “E-Reporting: Strengthening Democratic Accountability”, IBM Endowment for the Business of Government, 2004
- Behn: Manager’s Choice #6, “Building a Fire Under the Building Department”
- Behn: “One Approach to Performance Leadership” APPAM 2003 Fall Conference
- Joyce: “Using Performance Measures for Federal Budgeting” (S&H, pp 523-534) (optional)

## 11) November 15:

### Leading Change

Leadership vs. Management. The challenge of leading change, with SSA as case study. Team presentation on power.

### Readings:

- Kotter: *Leading Change*, “Successful Change and the Force That Drives It” pp 17-31 (Harvard, 1996),
- Apfel: “Charting the Course in a Time of Transformation at SSA”
- Gardner: “The Nature of Leadership”, pp 1-10
- Cohen & Eimicke: “Conclusion”, *Tools for Innovators*, pp 187-203 (optional)

- Stone: “Ten Lessons on Leadership” Confessions of a Civil Servant” 2003 (optional)
- Apfel: “Charting the Course in a Time of Transformation at SSA”
- W&C: “Building a Strong Power Base” pp 251-276 (skim)
- M&G: “Bureaucratic Politics and Bureaucratic Power”, pp. 81-89
- McClelland: “Power is the Great Motivator” *Harvard Business Review on Motivating People*. 2003 (optional)
- Prince: “Creative Meetings through Power Sharing”, *Harvard Business Review on Effective Communication*. 1999 (optional)

## **12) November 22:**

### **Administration in a Democracy and Administrative Morality**

The bureaucracy’s relationship with the larger political system—particularly the legislature. Team presentation of case study on the Oregon Benchmarks Program. Bureaucratic responsibility and its connection to accountability and ethical behavior: why democracies need a cadre of skilled managers dedicated to the “highest and noblest calling”—public service.

#### ***Readings:***

- K&F: “Legislative Oversight” pp 367-371
- M&G: “Bureaucrats as Politicians”, pp 93-98
- Cohen: “Ultimate Turf War”, *National Journal*, 1/4/04
- Kennedy School case: “The Oregon Benchmarks Program” Part 1
- Ashworth: “Ethics & Morality in Public Service”, pp. 152-167
- Mosher: “Administrative Morality”, *Democracy and the Public Service*, pp. 229-240

## **13) November 29: Presentations on Agency Management and Oregon Sequel**

#### ***Readings:***

- Kennedy School Case: “Oregon” Sequel

## **14) December 6: Presentations on Agency Management Analysis**

**Papers (hard copy) due mid-day December 12.**

