

Fall 9-1-1999

PSC 595.01: Managing for Results

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Political Science 595
MANAGING FOR RESULTS
Fall 1999

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Office Hours: Anytime I'm not in class

COURSE DESCRIPTION

For over a decade a movement has been underway to shift the focus of government from administering programs to achieving results. This course focuses on the management tools used to conduct the business of government under this new paradigm. Although the course allocates the greatest amount of time to strategic planning, other tools covered in the course include performance measurement, benchmarking, and reengineering. The approach to the study of these subjects is both descriptive and critical.

COURSE OBJECTIVES

1. To increase factual and conceptual knowledge.
2. To develop analytical and problem-solving skills.
3. To improve writing skills.

REQUIRED TEXT

John M. Bryson, *STRATEGIC PLANNING FOR PUBLIC AND NONPROFIT ORGANIZATIONS* (San Francisco: Jossey-Bass, 1995)

COURSE REQUIREMENTS

Students are required to read all reading assignments, be prepared to discuss them in class, and write a strategic plan (with three appendices) for a government or not-for-profit agency. Students can work in pairs if they wish but they must submit individual plans. The strategic plan is worth 100 points and the appendices 20 points each.

Each plan will contain the following sections: Introduction, Agency Mandates, Stakeholders, Mission, SWOT Analysis, Strategic Issues, and Strategies (or Goals and Objectives).

READING ASSIGNMENTS

- Sept. 9 **Introduction to Managing for Results**
 Peter G. Brown, "The Legitimacy Crisis and the New Progressivism."
 John P. Campbell, "On the Nature of Organizational Effectiveness."
- Sept. 16 **Introduction to Strategic Planning**
 Bryson, Chapters 1 and 2.
- Assignment: Write a brief Introduction to the strategic plan, introducing the purpose and/or context of the plan. (not to be submitted yet).
- Sept. 23 **Data Collection** (No Class)
- Assignment: Conduct interviews and document searches to learn as much as you can about your agency, including mission and mandates, stakeholders, SWOTs, and strategic issues.
- Sept. 30 **Mandates and Mission**
 Bryson, Chapters 3 and 4.
- Assignment: Write the Plan's Mandates, Stakeholder, and Mission sections. (not to be submitted yet).
- Oct. 7 **SWOT Analysis**
 Bryson, Chapter 5.
- Assignment: Write the SWOT section, identifying each in one or two sentences.
- Oct. 14 **Strategic Issues**
 Bryson, Chapter 6.
- Assignment: Write the Plan's Strategic Issues section. Identify issues and briefly explain why they are strategic relative to agency's SWOTs. They may be stated as challenges, goals, or strategic focuses.
- Oct. 21. ****No class**** (Begin working on strategy development)
- Oct. 28 **Developing Strategies and Plans**
 Bryson, Chapter 7.
- Assignment: Write the Strategies section. Define appropriate courses of action and objectives for the top-ranked, 2-4 strategic issues.

- Nov. 4 **Implementing and Revising Plans**
 Bryson, Chapters 8, 9, and 10.
- Assignment: Complete all sections of the Strategic Plan (due Friday Nov. 12).
- Nov. 11 ****Veterans' Day Holiday****
- Nov. 18 **Performance Measurement**
 James Swiss, Public Management Systems, Chapter 5.
 David Osborne and Ted Gaebler, Reinventing Government, Chapter 5.
- Assignment: Write Appendix A entitled Prospects for Performance Measurement. Write 1-3 pages explaining the goals of performance measurement and identifying some measures that might be used for an on-going performance measurement system in your agency. (Due Monday, Dec. 13)
- Nov. 25 ****Thanksgiving Holiday****
- Dec. 2 **Benchmarking and Best Practices**
 Lane Sauser and Roger Hildebrandt, "Benchmarking Our Way to Customer Service."
 Excerpts from Oregon Benchmarks: Standards for Measuring Statewide Progress and Institutional Performance.
 H. George Frederickson, "Watch Out for Best Practices."
- Assignment: Write Appendix B entitled Prospects for Benchmarking. Write 1-3 pages explaining what benchmarking entails, identifying comparable organizations, and identifying possible benchmarks. (Due Monday, Dec. 13)
- Dec. 9 **Business Process Reengineering (BPR)**
 Michael Hammer and James Champy, Reengineering the Corporation, pp. 1-49.
 Thomas A. Stewart, "Reengineering: The Hot New Managing Tool," Fortune Aug. 23, 1993.
- Assignment: Write Appendix C entitled Prospects for Reengineering. Write 1-3 pages explaining the concept of reengineering, identifying processes in your agency that might be subject to reengineering, and exploring how it might be done. (Due Monday, Dec. 13).
- Dec. 16. ****To be Determined****