

Change and Reform in Public Organizations
PA 529
Spring 2010 (Revised 1/25/10)

Instructor

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WEB PAGE: We will be using the Blackboard internet software in this course. You have access to the Blackboard website at <http://blackboard.uic.edu/>. All relevant class information will be placed on this site including the syllabus, announcements, and information on assignments. I recommend checking the website at least once a week for announcements.

OFFICE HOURS: I am generally available in my office during work hours; feel free to call or stop in any time. You may also set up an appointment in person, by phone or e-mail.

GENERAL PRINCIPLES: Government agencies at all levels are under pressure to improve performance. Often, these demands are being made at the same time that budgets are being cut. In these conditions, many agencies are seeking new management techniques and programs that can help achieve improved efficiency and effectiveness.

In this course, students will learn the specifics of a number of modern management techniques and programs such as total quality management, business process reengineering, and responsibility budgeting. Case studies of agencies that have implemented these techniques will be used as a means of examining whether and under what conditions these programs “work.”

The experience with these techniques, in both the private and public sectors, has been mixed. There have been some successes and many failures. One focus of our discussions will be the institutional context of the public sector and how that context often poses obstacles to successful implementation of these types of programs.

We will investigate how organizations in some sectors, such as tax administration, policing and job safety are rethinking how they approach their missions in fundamental ways. During the 1990’s activities were grouped under the general heading of “reinventing government.” We will look at the reinvention movement and its outcomes.

One idea promoted by advocates of reinventing government movement is that traditional bureaucratic structures are obsolete. In the interest of improved service and efficiency, they advocate flatter, more fluid “post-bureaucratic” structures. We will identify the features of these new structures and investigate the outcomes of attempts at implementation.

EVALUATION:

The grading structure is as follows:

In-Class Participation	15%
On-line Participation	15%
Book Report	10%
Debate	20%
Midterm Exam	20%
Final Exam	20%

READINGS: The only book required for this course is Imposing Duties: Government's Changing Approach to Compliance by Malcolm Sparrow. This book is available at the UIC bookstore. Items marked with an asterisk below are available electronically on the class web site. The four case studies have to be purchased on line at www.xanedu.com. Some materials are available via the Internet as indicated below.

SCHEDULE

Week 1

January 12 Introduction and Overview

Week 2

January 19 Reinventing Government

- Readings:
- Osborne & Gaebler, *Reinventing Government*, Preface, Introduction and Chapter 1, "Catalytic Government: Steering Rather than Rowing"
 - Case Study: "Reinventing Government in Visalia, California" (purchase as part of a course pack available on line at www.xanedu.com)

Week 3

January 26 Executive Branch Reform and the National Performance Review

- Readings:
- Moe, *Reorganizing the Executive Branch in the 20th Century: Landmark Commissions*, pp. 1-19, Introduction and Evolving Theoretical Foundations, pp. 37 - 53, President's Committee on Administrative Management and First Hoover Commission (1947-1949), pp. 88-98, National Performance Review*
 - Gore, *Creating a Government that Works Better and Costs Less*, Introduction, chapt. 1, "Cutting Red Tape"*
 - Thompson, "Reinvention as Reform: Assessing the National Performance Review"*

Week 4

February 2 Structural Change and Reorganization I

- Readings:
- 911 Commission Report, Chapter 13, "How to Do It: A Different Way of Organizing the Government", Section 13.2 Unity of Effort in the Intelligence Community*
 - Hammond, "Why is the Intelligence Community So Difficult to Redesign? Smart Practices, Conflicting Goals, and the Creation of Purpose-Based Organizations"*
 - Rossotti, *Modernizing America's Tax Agency**

Week 5

February 9 Structural Change and Reorganization II

- Readings:
- Sistare, *Government Reorganization: Strategies and Tools to Get It Done* (available online at <http://www.businessofgovernment.org/pdfs/SistareReport.pdf>)
 - DeLorenzo, "Reorganization of the Federal Government: The Case of Homeland Security"*
 - Office of Inspector General, Department of Homeland Security, *FEMA: In or Out?* (available online at http://www.dhs.gov/xoig/assets/mgmttrpts/OIG_09-25_Feb09.pdf)

Week 6

February 16 The Strategic Management of Enforcement Organizations I

- Readings:
- Sparrow, *Imposing Duties*, Introduction and chapters 1 & 2
 - Case Study, "Regulatory Reform at OSHA" (Part A)(purchase as part of a course pack available on line at www.xanedu.com)

Week 7

February 23 The Strategic Management of Enforcement Organizations II

- Readings:
- Sparrow, *Imposing Duties*, chapters 3 - 5

Week 8

March 2 Midterm exam

Week 9
March 9

Business Process Reengineering

- Readings:
- Hammer, “Reengineering Work: Don’t Automate, Obliterate”*
 - Hammer, “How Process Organizations Really Work”*
 - Davenport, *Process Innovation: Reengineering Work Through Information Technology*, chapter 1, “The Nature of Process Innovation”*
 - Davenport, “The Fad That Forgot People” (on line at <http://www.fastcompany.com/magazine/01/reengin.html>)

Week 10
March 16

Total Quality Management

- Readings:
- Hackman and Wageman, “Total Quality Management: Empirical, Conceptual, and Practical Issues”*
 - Deming, *Quality, Productivity, and Competitive Position*, pp. 16-50*
 - Case Study, “An Organizational Sea Change: Total Quality Management in the Coast Guard” (purchase as part of a course pack available on line at www.xanedu.com)

Week 11
March 30

High-Performance Work Systems

- Readings:
- Mohrman and Cohen, “When People Get Out of the Box: New Relationships, New Systems”*
 - Thompson, “Joe Versus the Bureaucracy” (available on the Internet at <http://www.govexec.com/reinvent/articles/1095s6.htm>) and “Reversing Reinvention” (available on the Internet at http://www.govexec.com/story_page.cfm?articleid=25832&printerfriendlyVers=1&)
 - Case Study: “The Washington State Workers' Compensation Administration: Reforming a Culture of Despair” (Part A)(purchase as part of a course pack available on line at www.xanedu.com)

Week 12

April 6

Activity-based Costing/ Responsibility Budgeting

- Readings:
- Osborne & Plastrik, *Banishing Bureaucracy*, Chapter 5, “The Consequences Strategy: Creating Consequences for Performance”*
 - Osborne & Plastrik, *Banishing Bureaucracy*, Chapter 7, “The Control Strategy: Shifting Control Away From the Top and Center”*
 - Case Study: What If We Could Start Over? The U.S. Forest Service Champions “Bottom-Up” Management (Part A)(purchase as part of a course pack available on line at www.xanedu.com)

Week 13

April 13

Management Fads

- Readings:
- Abrahamson, “The Emergence and Prevalence of Employee Management Rhetorics: The Effects of Long Waves, Labor Unions, and Turnover, 1875 to 1992”*
 - Mickelthwait, *The Witch Doctors*, Introduction and Chapter 1: The Fad in Progress: Reengineering”*
 - Overman and Boyd, “Best Practice Research and Post-bureaucratic Reform”*

Week 14

April 20

Debate

Week 15

April 27

Innovation in the Public Sector

- Readings:
- Lynn, “Innovation and the Public Interest: Insights from the Private Sector”*
 - Altshuler, “Bureaucratic Innovation, Democratic Accountability, and Political Incentives”*
 - Borins, “Leadership and Innovation in the Public Sector”*

May 4

Final Exam