

PUBLIC POLICY 273: PUBLIC MANAGEMENT AND POLICY IMPLEMENTATION
SPRING 2019

Mondays and Wednesdays
2:00 - 3:30pm
GSPP ROOM 250

Professor: Elizabeth Linos
elinos@berkeley.edu
Office hours: Sign up online [here](#).

Reader: Emily Alter
ealter@berkeley.edu

COURSE DESCRIPTION:

This course introduces graduate students to the central elements of public management and policy implementation. We will focus on three key challenges that public managers face: managing program performance; managing people; and managing change. Using both academic literature and case studies, students will learn how to realistically use data and evidence in government and how to write and negotiate effectively in the public sector. Material is drawn from national, state, local, and international settings.

STUDENT GRADES WILL BE DETERMINED AS FOLLOWS:

Class participation: 10%
Three short memos: 20% each
Group presentation and paper: 30%

Everyone will take part in a group project (~4 people per group) that will involve applying an idea(s) from the first two-thirds of this course to a policy problem. Groups will develop a proposed solution to a public management challenge with a particular client in mind and will develop an argument for why their proposal should be implemented by the client. For example, a problem of interest might be high rates of worker absenteeism in a specific government agency (federal, state, or local). Your group would put together a compelling proposal designed to convince management at the agency that they should implement your intervention, detailing both how to deploy it and how to measure its effectiveness. Groups must research their client setting in detail, define the problem to be addressed, describe their proposed intervention, provide a brief review of past research that gave rise to the proposed intervention, and briefly note the methods that could be used for evaluating the intervention. Note: an intervention can be an approach, a strategy, or a specific solution.

- INITIAL GROUP SELECTION (February 27): Please plan to sign-up with the group you plan to work with on your final project in class.
- PROPOSAL (April 3): Each group must submit a 1-page, single-spaced summary of its planned project. Prior to submitting this assignment each group should feel free to reach out to me or Emily to discuss options.
- PRESENTATIONS (April 22, 24, 29): On some of these days (depending on final number of students), each group will have between 10 and 15 minutes to present its project to the class and get *rigorous* feedback from the group.

- PAPERS (Due May 15): Each group must submit a 10-page, double-spaced paper (details will be provided as the semester advances).

REQUIRED READINGS:

All readings are available online and in a course reader.

SCHEDULE OF CLASSES:

<u>DATE</u>	<u>TOPIC</u>
1. JAN 23	INTRODUCTION; THE CHALLENGES PUBLIC MANAGERS FACE
2. JAN 28	MANAGING IN THREE DIMENSIONS
I. MANAGING PROGRAMS AND SERVICES: WHY IS IT SO DIFFICULT?	
3. JAN 30	MANAGING AND MEASURING PERFORMANCE
4. FEB 4	THE PROMISE OF LETTING THE DATA LEAD
5. FEB 6	GUEST LECTURE: DUSTIN BROWN
6. FEB 11	THE PERILS OF LETTING THE DATA LEAD
7. FEB 13	WHAT TO DO WHEN YOU HAVE NO DATA
FEB 18	NO CLASS
8. FEB 20	BRINGING IN THE PUBLIC: OPEN GOVERNMENT AND OPERATIONAL TRANSPARENCY
9. FEB 25	BRINGING IN NON-STATE ACTORS: CONTRACTING
10. FEB 27	CASE: THE HEALTHCARE.GOV ROLLOUT
11. MAR 4	BEHAVIORAL SCIENCE IN GOVERNMENT

12. MAR 6 IN CLASS EXERCISE: COME UP WITH A SOLUTION

13. MAR 11 GUEST LECTURE: BETH BLAUER

II. MANAGING PEOPLE IN GOVERNMENT

14. MAR 13 WHO WORKS IN GOVERNMENT AND WHY DOES IT MATTER?

15. MAR 18 INCENTIVES, MOTIVATION AND BURNOUT

16. MAR 20 GUEST SPEAKER: OCTAVIA ABELL

MAR 25 – 29 SPRING BREAK

17. APRIL 1 THE ROLE OF LEADERS

18. APRIL 3 CASE: A TALE OF TWO CABINET SECRETARIES

19. APRIL 8 GUEST LECTURE: ANGELA GLOVER BLACKWELL

III. MANAGING CHANGE AND CRISES

20. APRIL 10 HOW DO PUBLIC MANAGERS (AND ORGANIZATIONS) LEARN?

21. APRIL 15 MANAGING CHANGE IN GOVERNMENT

22. APRIL 17 GUEST SPEAKER: BOB REICH

23. APRIL 22 CASE: MICHELLE RHEE AND DC PUBLIC SCHOOLS

24. APRIL 24 STUDENT PRESENTATIONS

25. APRIL 29 STUDENT PRESENTATIONS

27. MAY 1 FINAL CLASS: HOW TO MAKE A DIFFERENCE IN GOVERNMENT