

# RUTGERS UNIVERSITY

GRADUATE DEPARTMENT OF PUBLIC ADMINISTRATION

Public and Nonprofit Productivity

Dr. Dorothy Olshfski Summer, 2002

Course Number: 26:83334:526

Course Credits: (3)

## COURSE OBJECTIVES AND OVERVIEW:

The objective of this course is to produce competent and knowledgeable professional managers who can speak and act authoritatively about 1) TQM and other quality techniques, 2) human resources and technological innovations as they relate to productivity, 3) privatization and reengineering, 4) performance measures and finally 5) organizational change.

The class format will be short lecture, followed by group presentations, after lunch the class will analyze and present a case report. However, given our participatory theme and quality circle decision-making processes, this statement of goals and format is open for discussion.

## TEXT:

Holzer, Marc. Ed. Public Productivity Handbook. New York: Marcel Dekker, 1992.

## CLASS ORGANIZATION:

Class management: Since I have been told that this class is full of grown-ups, it would be appropriate for us to use quality circles as the decision-making approach to class governance. This means that we will share responsibility for the design and operation of the class. I will play the role of top management and you are the knowledgeable and committed organization members. It will be your job to make sure that the class is going the way you had anticipated and that the final outcome is in line with what we all wanted. As top management I should add that the time constraints that we are operating under will make it difficult to make major changes in course design but I will make every attempt to ensure that you are supported in your quest for an informative, stimulating and skill enhancing class. In anticipation of the quality circle discussion, please read the Jim Bowman article (chapter 25) in the Handbook.

Daily schedule: I suggest that we conduct class from 9:00 to 12:00 and then have a break and meet again from 3:00 to 6:00 P.M. This will give you time to do the beach thing (although the beach reading will not be the light summer fare that you may be used to), or any other thing you feel compelled to do. It will also break up the day - which I interpret as a good thing. However, in line with our quality circle organization scheme, this is a negotiable item.

Contact number: I will be in Sea Isle City during the week. If you have a question, comment or you just want to whine, call me 263-8825. My number at Rutgers is 973-353-5093 x 19. My e-mail address is [olshfski@andromeda.rutgers.edu](mailto:olshfski@andromeda.rutgers.edu).

**ASSIGNMENTS:**

Read as assigned.

**GRADING:**

The grade will consist of two scores: a final exercise and a grade for participation. The final will be on Friday afternoon and will probably consist of a case analysis. The participation grade will be included because so much of the course work will be done in groups, thus the only fair way to grade seems to be a variation of 360 degree feedback. This will involve input from everybody in your group, from the instructor (of course) and your fellow exec students.

**COURSE OUTLINE:**

1. Managing for Quality Milakovich, Chapter 30 Bowman, Chapter 25
2. Productivity emphasizing Human Resources and Technology Epstein, Chapter 17  
Ban, Faerman, and Riccucci, Chapter 19 Bruce and Olshfski, Chapter 20
3. Building Partnerships and Eliminating Function Savas, Chapter 5  
Barnekov and Raffel, Chapter 6
4. Performance Measurement Hatry and Fisk, Chapter 8 Epstein, Chapter 9  
Poister, Chapter 10 Halachmi, Chapter I1 Miller, Chapter 13
5. Implementing Organizational Change