

**RUTGERS UNIVERSITY, CAMPUS AT NEWARK
SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION**

Performance Improvement
26:834:604
Mondays 2:30-5:10

Marc Holzer
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mholzer@rutgers.edu
HILL HALL 726
973.353.5268

Course Description

Performance Improvement in Public Administration (3) Assessment and improvement of organizational performance. Topics include the specification of goals and objectives; the identification of outputs and outcomes; and impact analysis, including unintended consequences of public programs. Emphasis placed on management improvement strategies.

Required Texts:

Marc Holzer and Seok-Hwan Lee, Editors. Public Productivity Handbook, 2d Ed. 2004.

Public Performance and Management Review. Online access via PPMRN.

Marc Holzer and Etienne Charbonnear, Public Management and Administration Illustrated.
UN/ASPA, 2008.

Books are available through online distributors, the library, or New Jersey Books, Inc., 167 University Avenue @ Bleeker. Assigned journal articles can be found in the library or online.

Course Requirements:

Students will be evaluated on their in-class participation, and weekly synthesis paper/diagram based on the readings (written, 2 p. minimum + diagram PPT and with multiple copies for class, and oral presentation). A final case study paper (20 pp. minimum) is required by the end of the semester.

Class Participation and Assignments 50%

For each class: Discussion of:
assigned readings+diagrams+draft text chapters
Notes: In addition to the readings, select one relevant diagram from
Public Management and Administration Illustrated to present
to the class. Critique assigned text chapters, suggesting which
diagrams and other supplementary materials you can identify as relevant
to the subject and why. At least one of the supplementary materials
should be an article from PPMR (formerly PPR), and another should be a
manual from
PPMRN.

Paper- A Case Study

Oral Presentation	20%
Written Version	30%

All students must present evidence of active membership in the American Society for Public Administration and the Public Performance Measurement and Reporting Network.

Course Topics:

Titles refer to Public Productivity Handbook

Class One	Overview
Class Two	Management for Productivity Ch. 1 Master Public Productivity and Performance Improvement Holzer and Lee
Class Three	Public Productivity in the Classical Age of Public Administration Schachter Public Sector Values and Productivity Van Wart
Class Four	Privatization Holzer, Price, Kang Public Management of Privatization and Contracting Auger and Raffel

- Class Five Productivity Barriers in the Public Sector
 Ammons
 The Implementation Game
 Berman
 Government Reinvention
 Cigler
- Class Six Productivity and Ethics
 Bowman and Williams
 Trust, Performance and the Pressures for Productivity...
 Holzer and Zhang
- Class Seven Monitoring Quality and Productivity
 Poister
- Evaluation Research
 Halachmi
- Class Eight Balanced Measurement
 Holzer and Kang
- Measurement as Accountability
 Alkadry and Farazmand
- The Utilization of Performance Measurement Information
 Julnes
- Class Nine Performance, Productivity and Budgeting
 Miller and Robbins
- Benefit-Cost Analysis
 Miller and Robbins
- Indicators of Living Conditions
 Aristigueta
- Class Ten The Human Side of Productive Work Environments
 Guy
- Broadening Workplace Participation
 Newman
- Merit Pay and Employee Performance
 Gabris and Ihrke

Class Eleven Nonmonetary Incentives
Roberts

Training and Development for Productivity
Van Wart

Training and Development for Productive Performance
Loverd

Class Twelve Labor-Management Partnerships
Lee and Holzer

Reducing Workplace Stress
Prizzia and Helfand

Class Thirteen E-Government and Information Technology

Melitski

Productivity Improvement Resources
Holzer and Lee

Class Fourteen Presentation of Case Studies