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 challenge 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:

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<tr>
<th>DATE</th>
<th>TOPIC</th>
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<tr>
<td>1. JAN 23</td>
<td>INTRODUCTION; THE CHALLENGES PUBLIC MANAGERS FACE</td>
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<td>2. JAN 28</td>
<td>MANAGING IN THREE DIMENSIONS</td>
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<td>3. JAN 30</td>
<td>MANAGING AND MEASURING PERFORMANCE</td>
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<td>4. FEB 4</td>
<td>THE PROMISE OF LETTING THE DATA LEAD</td>
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<td>5. FEB 6</td>
<td>GUEST LECTURE: DUSTIN BROWN</td>
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<td>6. FEB 11</td>
<td>THE PERILS OF LETTING THE DATA LEAD</td>
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<td>7. FEB 13</td>
<td>WHAT TO DO WHEN YOU HAVE NO DATA</td>
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<td>FEB 18</td>
<td>NO CLASS</td>
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<td>8. FEB 20</td>
<td>BRINGING IN THE PUBLIC: OPEN GOVERNMENT AND OPERATIONAL TRANSPARENCY</td>
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<td>9. FEB 25</td>
<td>BRINGING IN NON-STATE ACTORS: CONTRACTING</td>
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<td>10. FEB 27</td>
<td>CASE: THE HEALTHCARE.GOV ROLLOUT</td>
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<tr>
<td>11. MAR 4</td>
<td>BEHAVIORAL SCIENCE IN GOVERNMENT</td>
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12. **MAR 6**  
   **IN CLASS EXERCISE: COME UP WITH A SOLUTION**

13. **MAR 11**  
   **GUEST LECTURE: BETH BLAVER**

**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 ABEYLL**

**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 CRISSES**

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**