

RUTGERS UNIVERSITY
GRADUATE DEPARTMENT OF PUBLIC ADMINISTRATION

Ph.D. Seminar in Public Productivity
Dr. Dorothy Olshfski
Spring 2004 --Tuesday, 2:15 – 5:00

Overview:

We will read many journal articles in this course. We will be on a 14 week mission to search out theory and practice in organizational productivity programs. We will boldly go where graduate students have been before (in the library), to search out and discover the literature in both business and public administration journals that relates to enhancing productivity in production and service delivery. We will examine productivity research from the critical academic point of view, and we will evaluate practitioner prescriptions from the organizational consultant's perspective. Additionally, we will discuss how and why practice enhances theory and theory advances practice.

The first goal of the course is to produce knowledgeable Ph.D. students who can intelligently discuss and evaluate productivity issues and programs. The second goal of the course is to develop your ability to write a coherent and intelligent research proposal, and in pursuit of that objective, we will spend some class time on analyzing and writing research designs. The third goal of this class is to gather together ideas and research strategies to analyze knowledge worker productivity. Explicitly recognizing knowledge as an organizational asset is new, as is understanding the need to manage and invest in it. However, the challenge for business, and the even bigger challenge for government, will be figuring out how to manage this resource. We will examine this conundrum.

Course Requirements:

1. Read the assigned articles, however, not all the articles listed on this syllabus will be the assigned.
2. Participate in class discussions.
3. Lead the discussion of particular articles as assigned
4. Prepare an original research design.
5. Present a book report

Original Research Design:

Your 10 page paper should include a clearly stated research question, a statement grounding that question in the current literature, a literature review, methodology section, and sample research methodology, and statement of hypotheses. Although I would prefer to have the completed research design by the last day of class, the actual due-date for the research design is open. You have control over when the completed project is turned into me.

Book List: Required

Richard Russo. 2001. Empire Falls. NY: Knopf

Book List: Pick one

Bovens, 2002. Understanding Policy Fiascos. New York: Transaction Books.

Cohen, Don and Laurence Prusak. 2001. In Good Company: How Social Capital Makes Organizations Work. Boston: Harvard.

Collins, Jim. 2001. Good to Great: Why Some Companies Make the leap...and Others Don't. 2001. NY: Harper.

Collinson, Chris and Geoff Parcell. 2001. Learning to Fly: Practical Lessons from one of the World's Leading Knowledge Companies. Milford, CT: Capstone.

Crenson, Matthew and Benjamin Ginsberg. 2002. Downsizing Democracy: How America Sidelined Its citizens and Privatized its Public. Baltimore: John Hopkins.

Dixon, N. 1999. Common Knowledge: How Companies Thrive by Sharing What They Know. Boston: Harvard.

Frost, Peter. 2003. Toxic Emotions at Work: How Compassionate Managers Handle Pain and Conflict. Boston: Harvard.

Ingraham, Patricia, Philip Joyce and Amy Donahue. 2003. Government Performance: Why Management Matters. Baltimore: John Hopkins.

Martin, Joanne. 2002. Organizational Culture: Mapping the Terrain. Thousand Oaks: Sage.

Putnam, Robert D. 1999. Bowling Alone: The Collapse and Revival of American Community. NY: Touchstone.

Szulanski, Gabriel. 2003. Sticky Knowledge: Barriers to Knowing in the Firm. Thousand Oaks: Sage.

Weick, Karl E. and Kathleen Sutcliffe. 2001. Managing the Unexpected: Assuring High Performance in an Age of Complexity. San Francisco: Jossey Bass.

Zuboff, Shoshana, and James Maxmin. 2002. The Support Economy: Why Corporations are Failing Individuals and the Next Episode of Capitalism. New York: Viking.

Grading:

Book Presentation	25%
Research Design:	65%
Class participation	10%

Office Hours:

I will always be on campus on Tuesdays and Wednesdays during the semester. Call or e-mail to let me know that you want to talk to me. Phone: 973-353-5093 x 19 or my cell 315-263-1077. e-mail: olshfski@andromeda.rutgers.edu

Course Outline:**Effective Organizations**

Coutu, Diane. 2003. Psychologist Karl Weick: Sense and Reliability. *Harvard Business Review* 81 (4): 84-91.

Hal Rainey and Paula Steinbauer. 1999. Galloping Elephants: Developing elements of a theory of Effective Organizations. *Journal of Public Administration Research and Theory* 9(1): 1-32.

Aberbach, Joel and Tom Christensen. 2003. Translating Theoretical Ideas into Modern State Reform: Economics-Inspired Reforms and Competing Models of Governance. *Administration and Society*. 35 (5): 491-509.

Diane Coutu. 2001. Creating the most Frightening Company on Earth: An Interview with Andy Law of St. Luke's. *Harvard Business Review* 78(5): 143-150.

Henry Mintzberg and Ludo Van der Heyden. 1999. Organigraphs: Drawing How Companies Really Work. *Harvard Business Review* 77(5): 87-94.

Jeff Gill and Kenneth Meier. 2001. Ralph's Pretty Good Grocery versus Ralph's Super Market: Separating Excellent Agencies from Good Ones. *Public Administration Review* 61(1): 9-17.

Regina Herzlinger. 1996. Can Public Trust in Non-Profits and Governments be Restored? *Harvard Business Review* 74(2): 97-108.

Henry Mintzberg. 1996. Managing Government, Governing Management. *Harvard Business Review* 74(3): 75-85.

Knowledge Management

Sutcliffe, Kathleen and Klaus Weber. 2003. The High Cost of Accurate Knowledge. *Harvard Business Review* 81 (5): 74-85.

Martin Schulz. 2001. The Uncertain Relevance of Newness: Organizational Learning and Knowledge Flows. *Academy of Management Journal* 44(4): 661-681.

Jeffrey Authur and Lynda Aiman-Smith. 2001. Gainsharing and Organizational Learning: An Analysis of Employee Suggestions over Time. *Academy of Management Journal* 44(4): 737-754.

Wenpin Tsai. 2001. Knowledge Transfer in Intraorganizational Networks: Effective Network Position and Absorptive Capacity on Business Unit Innovation and Performance. *Academy of Management Journal* 44(5): 996-1004.

Rita G. McGrath. 2001. Exploratory Learning, Innovative Capacity and Managerial Oversight. *Academy of Management Journal*. 44(1): 118-133.

Hansen, Morten T. and Bolko von Oetinger. 2001. Introducing T-Shaped Managers: Knowledge Management's Next Generation. *Harvard Business Review* 79(3): 106-117.

John Seely Brown and Paul Duguid. 2000. Balancing Act: How to Capture Knowledge Without Killing It. *Harvard Business Review* 78(3): 73-80.

Susan McEvily, Shobha Das, and Kevin McCabe. 2000. Avoiding Competence Substitution Through Knowledge Sharing. *Academy of Management Review* 25 (2): 294-311.

Morten Hansen, Nitin Nohria and Thomas Tierney. 1999. What is your Strategy for Managing Knowledge? *Harvard Business Review* 77(2): 64-74.

Adler, Paul and Seok-Woo Kwon. 2002. Social Capital: Prospects for a New Concept. *Academy of Management Review* 27 (1): 17-40.

David Lepak and Scott Snell. 1999. The Human Resource Architecture: Toward a Theory of Human Capital Allocation and Development. *Academy of Management Review* 24(1): 31-48.

David DeLong and Lam Fahey. 2000. Diagnosing Cultural Barriers to Knowledge Management. *Academy of Management Executive* 14(4): 113-127.

Management and Quality

Theodore Poister and Richard Harris. 2000. Building Quality Improvement Over the Long Run: Approaches, Results and Lessons Learned from the PennDOT Experience. *Public Performance and Management Review* 24(2): 161-176.

Minjoon Jun, Robin Peterson and George Zsidisin. 1998. The Identification and Measurement of Quality Dimensions in Health Care: Focus Group Interview Results. *Health Care Management Review* 23 (4): 81-96.

C.K. Prahalad and M.S. Krishnan. 1999. The new Meaning of Quality in the Information Age. *Harvard Business Review* 77(5): 109-119.

Cynthia Lengnick Hall. 1996. Customer Contributions to Quality: A Different View of the Customer - Oriented Firm. *Academy of Management Review* 21: 791-824.

Contracting Out and Privatization

Gerasimos Gianakis and G. John Davis. 1998. Reinventing or Repackaging Public Services? The Case of Community-Oriented Policing. *Public Administration Review* 58: 485-498.

Deborah Auger. 1999. Privatization, Contracting, and the States: Lessons from State Government Experience. *Public Productivity and Management Review* 22(4): 435-454.

David Shetterly. 2000. The Influence of Contract Design on Contractor Performance: The Case of Residential Refuse Collection. *Public Productivity and Management Review* 24(1): 53-68.

Shamsul Haque. 1996. The Intellectual Crisis in Public Administration in the Current Epoch of Privatization. *Administration and Society* 27: 510-536.

Charles Greer, Stuart Youngblood and David Gray. 1999. Human Resources Management Outsourcing: The Make or Buy Decision. *The Academy of Management Executive* 13, 3, 85-96.

Jocelyn Johnston and Barbara Romzek. 1999. Contracting and Accountability in State Medicaid Reform: Rhetoric, Theories, and Reality. *Public Administration Review* 59,5, 383-399.

Jeffrey Raffel, Deborah Auger and Kathryn Denhardt. Eds. Privatization and Contracting: Managing for State and Local Productivity. *Public Productivity and Management Review* 22, 4, 430-516.

Trevor Brown. 2001. Contracting Out by Local Governments in Transitioning Nations: The Role of Technical Assistance in Ukraine. *Administration and Society* 32(6): 728-755.

Technological Innovation

Brown, Maureen. 2003. Technology Diffusion and the Knowledge Barrier. *Public Performance and Management Review* 26 (4): 345-359.

Technology and Human Vulnerability: A conversation with MIT's Sherry Turkle. *Harvard Business Review* 81 (9): 43-50.

Bovens, Mark and Stavros Zouridis. 2002. From Street-Level to System-Level Bureaucracies: How Information and Communication Technology is Transforming Administrative Discretion and Constitutional Control. 62 (2): 174-184.

Hill, Charles and Frank Rothaermel. 2003. The Performance of Incumbent Firms in the Face of Radical Technological Innovation. *Academy of Management Review* 28 (2): 257-274.

Jonathan West and Evan Berman. 2001. The Impact of Revitalized Management Practices on the Adoption of Information Technology: A National Survey of Local Government. *Public Performance and Management Review* 24(3): 233-253.

Clayton Christensen and Michael Overdorf. 2000. Meeting the Challenge of Disruptive Change. *Harvard Business Review* 78(2): 66-76.

Andrew Hargadon and Robert Sutton. 2000. Building and Innovation Factory. *Harvard Business Review* 78(3):

Hugh Watson and Traci Carte. 2000. Executive Information Systems in Government Organizations. *Public Productivity and Management Review* 23(3): 371-382.

Laurence J. O'Toole. 1997. Implementing Public Innovations in Network Settings. *Administration and Society*, 29: 115-138.

Sanford Borins. 2000. Loose Cannons and Rule Breakers, or Enterprising Leaders? Some Evidence About Innovative Public Managers. *Public Administration Review* 60(6): 498-507.

Clayton Christensen, Richard Bohmer and John Kenagy. 2000. Will Disruptive Innovations Cure Health Care? *Harvard Business Review* 78(5): 102-112.

Hugh O'Neill, Richard Poudier and Anne Buchholtz. 1998. Patterns in the Diffusion of Strategies Across Organizations: Insights from the Innovation Diffusion Literature. *Academy of Management Review*, 23: 98-114.

Nitin Nohria and Ranjay Gulati. 1996. Is Slack Good or Bad for Innovation? *Academy of Management Journal* 39: 1245-1264.

Frances Berry. 1997. Explaining Managerial Acceptance of Expert Systems. *Public Productivity and Management Review* 20 (3): 323-335.

Frances Berry, William Berry and Stephen Foster. 1998. The Determinants of Success in Implementing an Expert System in State Government. *Public Administration Review* 58: 293-306.

Human Resources Management

Management by Fire: A conversation with Chef Anthony Bourdain. *Harvard Business Review* 80 (7): 57-61.

Bunker, Kerry, Kathy Kram and Sharon Ting. 2002. The Young and the Clueless. *Harvard Business Review* 80 (12): 80-89.

Susan Lambert. 2000. Added Benefits: The Link between Work-life Benefits and Organizational Citizenship Behavior. *Academy of Management Journal* 43(5): 801-815.

Carole Jurkiewicz, Tom Massey and Roger Brown. 1998. Motivation in Public and Private Organizations: A Comparative Study. *Public Productivity and Management Review* 21: 230-250.

Dorothy Olshfski and Robert Cunningham. 1998. The Empowerment Construct in Manager-Executive Relationships. *Administration and Society*. 357-373.

Carrie Leana and Harry Van Buren III. 1999. Organizational Social Capital and Employment Practices. *Academy of Management Review* 24(3): 538-554.

Suzy Wetlaufer. 1999. Organizing for Empowerment: An interview with AES's Roger Sant and Dennis Bakke. *Harvard Business Review*. 77: 110-126.

Sharon Parker, Toby Wall and Paul Jackson. 1997. That's Not My Job: Developing Flexible Employee Work Orientations. *Academy of Management Journal* 40: 899-929.

Urs Gattiker. 1995. Firm and Taxpayer Returns from Training of Semiskilled Employees. *Academy of Management Journal* 38: 1152-1173.

Warren Stone and Gerard George. 1997. On the Folly of Rewarding A, While Hoping for B. *Public Productivity and Management Review* 20 (3): 308-322.

Anne Tsui, Jone Pearce, Lyman Porter and Angela Tripoli. 1997. Alternative Approaches to the Employee-Organization Relationship: Does Investment in Employees Pay Off. *Academy of Management Journal* 40:1089-1121.

Individuals and Groups in the Organization.

Swann, William, Jeffrey Polzer, Daniel Seyle and Sei Ko. 2004. Finding Value in Diversity: Verification of Personal and Social Self-views in Diverse Groups. *Academy of Management Review* 29 (1): 9-27.

Elsbach, Kimberly and Roderick Kramer. 2003. Assessing Creativity in Hollywood Pitch Meetings: Evidence for a Dual-Process Model of Creativity Judgments. *Academy of Management Journal* 46 ((3): 283-302.

Simon, Mark and Susan Houghton. 2003. The Relationship between Overconfidence and the Introduction of Risky Products: Evidence from a Field Study. *Academy of Management Journal* 46 (2): 139-150.

Druskat, Vanessa and Jane Wheeler. 2003. Managing from the Boundary: The Effective Leadership of Self-Managing Work Teams. *Academy of Management Journal* 46 (4): 435-457.

Building Partnerships and Eliminating Functions

Brown, Trevor and Matthew Potoski. 2003. Contract management Capacity in Municipal and County Governments. *Public Administration Review* 63 (2): 153-176.

H. Brinton Milward and Keith Provan. 2000. Governing the Hollow State. *Journal of Public Administration Research and Theory* 10(2): 359-380.

Michael Hammer and Steven Stanton. 1999. How Process Enterprises Really Work. Harvard Business Review 77,6,108-120.

Rowan Miranda and Allan Lerner. 1995 Bureaucracy, Organizational Redundancy and the Privatization of Public Services. *Public Administration Review* 55: 193-200.

Michael Porter. 1995. The Competitive Advantage of the Inner City. *Harvard Business Review* 73 (3): 55-71.

Bruce Wallin. 1997. The need for a Privatization Process: Lessons from Development and Implementation. *Public Administration Review* 57 (1): 11-19.

Vincent Gooden. 1998. Contracting and Negotiation: Effective Practices of Successful Human Service Contract Managers. *Public Administration Review* 58: 499-509.

Performance Measures

Behn, Robert. 2002. The psychological Barriers to Performance Management: Or Why Isn't Everyone Jumping on the Performance-Management Bandwagon? *Public Performance and Management Review* 26 (1): 5-25.

Ittner, Christopher and David Laracher. 2003. Coming Up Short on Nonfinancial Performance Measurement. *Harvard Business Review* 81 (11): 88-95.

Van Thiel, Sandra and Frans Leeuw. 2002. The Performance Paradox in the Public Sector. *Public Performance and Management Review* 25 (4): 267-281.

Piotrowski, Suzanne and David Rosenbloom. 2002. Nonmission-Based Values in Results Oriented Public Management: The case of Freedom of Information. *Public Administration Review* 62 (6): 643-657.

Heinrich, Carolyn. 2002. Outcomes-Based Performance Management in the Public Sector: Implications for Government Accountability and Effectiveness 62 (6): 712-725.

Joseph Wholey. Performance-Based Management: Responding to the Challenges. *Public Productivity and Management Review* 22(3): 288-307.

Richard White. 2000. More than an Analytical Tool: Examining the Ideological Role of Efficiency. *Public Productivity and Management Review* 23(1): 8-23.

Ronald Nyhan and Lawrence Martin. 1999. Comparative Performance Measurement: A Primer on Data Envelopment Analysis. *Public Productivity and Management Review* 22(3): 348-364.

Patricia Byrnes and Mark Freeman. Using DEA Measures of Efficiency and Effectiveness in Contractor Performance Fund Allocation. *Public Productivity and Management Review* 22(2): 210-224.

Andrew Worthington and Brian Dollery. 2000. Measuring Efficiency in Local Governments' Planning and Regulatory Functions. *Public Productivity and Management Review* 23(4): 469-485.

Mary Kopczynski and Michael Lombardo. 1999. Comparative Performance Measurement: Insights and Lessons Learned from a Consortium Effort. *Public Administration Review* 59(2): 124-134.

Evan Berman and XiaoHu Wang. 2000. Performance Measurement in U.S. Counties: Capacity for Reform. *Public Administration Review* 60(5): 409-420.

Carolyn Heinrich. 1999. Do Government Bureaucrats Make Effective Use of Performance Management Information? *Journal of Public Administration Research and Theory* 9(3): 363-393.

Beryl Radin. 2000. The Government Performance and Results Act and the Tradition of Federal Management Reform: Square Pegs in Round Holes? *Journal of Public Administration Research and Theory* 10(1): 111-135.

Frank Williams, Marilyn McShane, and Dale Sechrest. 1994. Barriers to Effective Performance Review: The Seduction of Raw Data. *Public Administration Review* 54: 537-52.

Implementing Change

Albert, Stuart and Geoffrey Bell. 2002. Timing and Music. *Academy of Management Review* 27 (3): 574-593.

Pan Suk Kim. 2000. Administrative Reform in the Korean Central Government: A Case Study of the Dai Jung Kim Administration. *Public Performance and Management Review* 24(2): 145-160.

Clayton Christensen and Michael Overdorf. 2000. Meeting the Challenge of Disruptive Change. *Harvard Business Review* 78(2): 66-76.

Cheryl S. King, Kathryn M. Feltey and Bridget O'Neill Susel. 1998. The Question of Participation: Toward Authentic Public Participation in Public Administration. *Public Administration Review* 58: 317-326.

Snejina Michailova. 2000. Contrasts in Culture: Russian and Western Perspectives on Organizational Change. *Academy of Management Executive* 14(4): 99-112.

Francis X. Neumann. 1997. Organizational Structures to Match the New Information Rich Environment: Lessons from the Study of Chaos. *Public Productivity and Management Review* 21 (1):86-100.

William Vizzard. 1995. The Impact of Agenda Conflict on Policy Formulation and Implementation: The Case of Gun Control. *Public Administration Review* 55: 341-347.

Jonathan West and Evan Berman. 1997. Administrative Creativity in Local Government. *Public Productivity and Management Review* 20 (4): 446-458.

Shenhav, Yehouda. 1995. From Chaos to Systems: The Engineering Foundations of Organizational Theory, 1879-1932. *Administrative Science Quarterly*, 40: 557-585.

Reinventing

Hindy Schachter. 1995. Reinventing Government or Reinventing Ourselves: Two Models for Improving Government Performance. *Public Administration Review* 55: 530-537.

James Carroll. Ed. 1996. Reinventing Public Administration Symposium. *Public Administration Review* 56 (3): 245-304.

Linda deLeon and Robert Denhardt. 2000. The Political Theory of Reinvention. *Public Administration Review* 60(2): 89-110.

J. Thomas Hennessey. 1998. "Reinventing" Government: Does Leadership Make a Difference? *Public Administration Review* 58: 522-532.

Total Quality Management

Boyne, George and Richard Walker. 2002. Total Quality Management and Performance: An Evaluation of the Evidence and Lessons for Research on Public Organizations. *Public Performance and Management Review* 26 (2): 111-131.

Richard Hackman and Ruth Wageman. 1995. Total Quality Management: Empirical, Conceptual and Practical Issues. *Administrative Science Quarterly* 40: 309-342.

Laura Wilson and Robert Durant. 1994. Evaluating TQM: The Case for a Theory Driven Approach. *Public Administration Review* 54 (2): 137-146.

Orion White and James Wolf. 1995. Deming's Total Quality Management Movement and the Baskin Robbins Problem: Part 1: Is It Time to Go Back to Vanilla? *Administration and Society* 27, 203-225.

Orion White and James Wolf. 1995. Deming's Total Quality Management Movement and the Baskin Robbins Problem: Part 2: Is This Ice Cream American? *Administration and Society* 27, 307-321.

Patrick Connor. 1997. Total Quality Management: A Selective Commentary on Its Human Dimensions. *Public Administration Review* 57 (6): 501-509.