

*Spring 2012*

***PLS 507—Applied Management Tools, Skills, and Techniques***

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***Course Description:*** Examines concepts, techniques, and tools used by organizations with a focus on improving management skills and developing a sound management philosophy. Topics covered include managing meetings, giving presentations, interacting with media and community, strategic planning, performance measurement and re-engineering organizations and local governments. This is a skilled based course and students will be evaluated on their ability to master certain skills.

***Course Goals:***

- To conceptualize and illustrate the components of a “complete manager”
- To gain beginning level skill in a number of important management areas
- To have an opportunity to present successfully the results of management plans, reports, etc to others
- To sharpen the understanding of the connection between sound analysis and research and the communication of these to others in the workplace and community
- To improve diagnostic skills of students so they are better able to assess the needs of different publics/audiences

***Course Grade:*** There are 10 short assignments.. At the end of each assignment, there will either be a written assignment or oral presentation as noted below. There will be no final. The emphasis will be on mastering the skill under consideration. Each assignment will be weighted equally. Students are encouraged to repeat the assignment if they want to master the skill more completely. **Assignment 10 is worth 20% and the other 9 are worth 70%. Class participation and contributions 10%.**

***Course Policies***

- ***No more than 2 absences. Absences need to be approved ahead of time***
- ***Assignments are due as noted on the syllabus. Late assignments will be lowered a grade***

***Background Books and Monographs.***

Ammons, David (2001). Municipal Benchmarks. Second Edition. Thousand Oaks: Sage Publications.

Effective Communication: A Local Government Guide (1994) Washington, D.C.: International City/County Management Association:

***Class Schedule and Assignments:***

January 11 Introduction

January 18 Assessing power point skills

Assignment 1-- Bring a power point presentation you have done. No longer than 15 minutes. You will present and class will evaluate. We will focus on gaps in your power point skills. This will be done to get a base line on presentation skills.

January 25

Introduction  
Developing a Management Philosophy (Module 1)  
Leaders vs. Managers

Assignment 2: Skim one of the books below or another book of your choice and in two pages ( bullet style) summarize the essence of the management philosophy being presented. You can chose either public sector or non-profit examples.

***Exemplars in the Public Sector.*** You can focus on the private sector ( Lee Iococo, Donald Trump, Bill Gates).

Barry Bozeman and Jeffrey Straussman (1991). Public Management Strategies. San Francisco: Jossey-Bass.

Steven Cohen and William Eimicke (1995). The New Effective Public Manager. San Francisco: Jossey-Bass.

Janet Denhardt and Robert Denhart (2003). The New Public Service. London: M. E. Sharpe.

Patricia Ingraham, et. al. (2003). Government Performance: Why Management Matters. Baltimore: Jon Hopkins Press.

Laurence Lynn (1996). Public Management As Art, Science, and Profession. Chatham: Chatham House.

Henry Mintzberg (1992). Structure in Fives: Designing Effective Organizations. Englewood Cliffs, N.J.: Prentice Hall.

David Osborne and Ted Gabler (1992). Reinventing Government. Reading, Mass.: Addison Wesley.

David Osborne and Peter Hutchinson (2004). The Price of Government. New York: Basic Books.

Herbert Simon (1947). Administrative Behavior. New York: The Free Press.

Frederick W. Taylor (1985). The Principles of Scientific Management. Easton, Pa.: Hive.

Dwight Waldo (1948). The Administrative State. Ronald Press.

Non-profit Management books . Select book from bibliography included at the end of David Renz, Nonprofit Leadership and Management, Third Edition. San Francisco: Jossey Bass.

February 1

Critical components of a Management Philosophy  
Presentation of your management Philosophy

Assignment 3: Using power point and no more than 10 slides, summarize your personal management philosophy.

February 8

Complete management discussion looking at two case studies on firing an employee

Start Critical Concepts in Strategic Planning  
Developing and Monitoring a Strategic Plan

Review handout.

February 15	<p>Critique A Strategic Plan</p> <p>Assignment 4: Find a strategic Plan and critique it. No more than five slides. Focus on process used to produce Plan plus substantive adequacy.</p>
February 22	<p>Performance Measurement Inputs, outputs, outcomes, efficiency, productivity</p> <p>Read: Ammons. Chapters 1, 2, 33. Skim 2 service areas of choice.</p>
February 29	<p>Measuring performance at the local level Developing performance measures for organizations and communities</p> <p>Assignment 5: Pick a local organization and develop performance measures for three service areas. For each area include a measure for input, output, outcome, efficiency, productivity. Put these in table format and make 10 copies for other class members.</p>
March 7	<p>Re-engineering an organization process or local government service</p> <p>Read: <u>Re-Engineering Local Government</u>. Hand out.</p>
March 21	<p>Developing a new process and presenting the results.</p> <p>Assignment 6: Contact another peer organization and identify some improvements which could be considered best practice from your perspective. In one page, make the case for this improvement. Speak from your seat.</p>
March 28	<p>Effective Communication with important publics in local government and non-profits</p> <p>Read: <u>Effective Communication: A Local Government Guide</u>. Chapters 1-6. handout. Citizens, elected officials, internal team, media</p>

- April 4                                      Developing a communications strategy for a local government or organization
- Read: Effective Communication. Chapter 7-11.
- Assignment 7: Assume a campaign for a bond issue to raise money to pay for new park in downtown Wilmington. Ten slide power point presentation selling the program. Develop a strategy that focuses on the media.
- April 11                                      Surveys and data presentation.  
Comparing data display strategies  
Pick one data method to present information you are interested in and convince people of the value of the data
- Assignment 8: present at least two tables advocating data results. Make the case. You can select the data. We are focusing on the presentation of the table.
- April 18                                      Running and staffing a community meeting
- Preparing meeting agendas  
What strategies make meetings run smoothly ?  
How to avoid conflict.
- Public Service Announcements
- Assignment 9: Short presentation is one minute advocacy proposal. This can be to sell a program, advertise a fund raising campaign, or advocate a policy change.
- April 25                                      Making Effective Presentations  
Individual presentations  
Power Point and other technologies  
Improving presentation skills
- Read: Ten Steps to Effective Presentations. Handout.
- Assignment 10: 10 minute policy presentation where you analyze a problem, look at its causes, and evaluate recommendations for resolution. Spend time on data and other background support information. Supporting aids are critical.

