

Fall 9-1-1999

PSC 361.01: Public Administration

Peter Koehn

University of Montana - Missoula, peter.koehn@umontana.edu

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Political Science 361
Public Administration
Fall 1999-2000

Peter Koehn
LA 416 x5294
Ofc hrs: TTH 10:00-11:00,
12:30-2:00; and by apptmt

Course Description & Objectives

The course introduces students to the legal and institutional setting of the U.S. public-administration system and to organizational dynamics and processes of public management. The instructor emphasizes the case-analysis approach as an aid to learning about administrative practice. Most cases highlight actual challenges of public administration that call for perceptive and skilled management responses. In addition to enhanced understanding of the fundamental concepts and issues of public administration, students should develop the ability to apply theoretical insights, personal values, and social-science findings to challenging organizational and ethical situations.

Required texts

- (1) Gerald Garvey. *Public Administration, the Profession and the Practice: A Case Study Approach*. St Martins, 1997. {G}
- (2) R. Golembiewski, J. Stevenson, & M. White. *Cases in Public Management* (5th edit). F.E. Peacock, 1997. {G,S,W}

Course Requirements

In addition to leading class discussion of selected cases, each student is responsible for participating in group analyses of one or more complex cases (CC) and for individual writing projects that apply relevant theories and research findings to challenging situations in public administration.

- 10%** Short written case analysis (* **21 Sept**)
- 10%** Short written case analysis (* **7 Oct or 9 Nov**)
- 30%** Student's own case presentation & analysis (**16 Nov & 2 Dec**)
- 30%** Written analysis of "Demise of Policy & Review" (** **9 Dec**)
- 20%** Class participation

Course Outline and Assignments

Aug. 31,
Sept. 2, 7

I. Introduction to Public Administration in the United States

1. Nicholas Henry, *Public Administration and Public Affairs*, Chpts 1, 2
2. Bronner, "Study Strongly Supports AA in Admissions"
3. Levine, "More on Cutback Management"

Sept. 9, 14

II. Introduction to Case Analysis

1. G, Chpts 1, 12
2. G,S,W, pp. 1-14
3. "Case Analysis: Pocket Checklist"
4. "Analyzing Complex Cases"
5. Love, "Arsenic and Red Tape" PLUS "Parting Shots"; "Restroom Monitors"

Sept. 16, 21

III. Democratic Accountability v. Administrative Discretion

1. G, Chpt 4 and Case 3 (pp. 149-165) CC
2. * "Budget Cuts" (G,S,W, pp. 30-31 as amended)

Sept. 23, 28

IV. Public and Private Administration

1. G, Chpt 6
2. "A Zealous City Employee" (G,S,W, pp. 53-57)

Sept. 30,
Oct 5

V. Organization Theory, Design, and Communication

1. G, Chpt 3
2. "A Positive Stroke Goes Awry"
3. "Replacement of Key Personnel"
4. "The Electronics Stock Control Group"

Oct. 7

5. * "Two Models for Organizing"
6. "Mydans, "Pressure for English-only Job"
7. Greenhouse, "Appeal to Save English-only Law Fails"
8. Stafford, "Minorities Leaving Jobs"

Oct 7, 12

VI. Decision Theory and Policy Implementation

1. G, Chpt 11
2. "Keep a 2x4 Behind Your Desk" (G,S,W, pp. 220-223)
3. "The Challenger Shuttle Disaster" (G,S,W, pp. 184-186) CC
4. Case 10 (G, pp. 475-490) CC

Oct 14,19,21,26 VII. **Ethics and Public Administration**

1. G, Chpt 8
2. Whetton & Cameron, "To Ship or Not to Ship"
3. Case 7 (G, pp. 334-354) CC PLUS "Medical Panel Urges"; "Wave of Laws"; "Notification of Partner"
4. "HIV and Employee Rights" (G,S,W, pp. 150-152)
5. "Ann's Dilemma" (G,S,W, pp. 60-62) PLUS "Court Backs"; "State: We Can Open"; "Minding Everyone's Business"
6. James, "Sexual Harassment"
7. "Carl the Ripper" (G,S,W, pp. 197-199)
8. Bachand, "Devil with the Red Dress on" PLUS "Male Guard"
9. Smith, "Ferment at the Met Lab" CC PLUS "Day After Trinity" film

Oct 28,

Nov 2,4,9,16 VIII. **Personnel Administration**

1. G, Chpt 2
2. Meyer and Brown, "Personnel Dilemma: Terminate or Retain"
3. Artley, "Rose Winn Doesn't Win"
4. "Mixed Effects of a Demonstration Project" (G,S,W, pp. 129-138) CC
5. "Interviewer Hints" & "Interviewing"
6. Yeager, "Equal Employment Opportunity" role play (r/p)
7. "A Supervisor for Unit II" r/p (G,S,W, pp. 141-143)
8. Gage, "Help Wanted" r/p
9. "Jayne's Baby"
10. "Middle Management Ignored" (G,S,W, pp. 41-45)
11. * "Who Staffs the Hospital?" (G,S,W, pp. 46-50)
12. "Stop Having Birthdays" (G,S,W, pp. 224-227)
13. Koehn, "Red Schwinn"
14. Dubnick, "A Trashy Situation" r/p CC

Nov 16 **Your case due**

Nov 18, 23, 30

Dec 2 **IX. Management, Leadership & Supervision; Employee Motivation; Public Service**

1. G, Chpt 10
2. Stafford, "In Managers, People Skills ..."
3. Lohr, "Making Cars the Volvo Way"
4. Case 9 (G., pp. 431-450) CC PLUS "City Told to Stop"
5. "The Outsider" (G,S,W, pp. 78-81)
6. "Making of a Corrections Officer" (G,S,W, pp. 207-212)

7. "Thompson's Time Management" (G,S,W, pp. 82-86) PLUS Dobrzynski, "Should I Have Left an Hour Earlier?"
8. Meyer and Brown, "It's Not Easy at the Top"
9. "Conflicts on the Human Services Coordination Team" r/p (G,S,W, pp. 200-206)
10. "For Better or Worse" PLUS "Relocations"
11. Mc Cracken, "Walter and Ace Construction Company"
12. "One Supervisor's Analysis" (G,S,W, pp. 229-231)
13. "An Office Romance" r/p (G,S,W, pp. 193-196) PLUS "Office Romance"; "Attorney General Issues"
14. Allen, "Electronic Mail: Invasion of Privacy?"

Dec 2 Analysis of your case due

Dec 7, 9 X. Public Administration in Comparative Perspective

1. Phyllis Ngai and Peter Koehn, "Cross-cultural Management"
2. "Berso Company"
3. Terada, "Cross-culture Negotiation"
4. Tadella Taferra, "Assefa and Sileshi"
5. Gervais, "Working with the Tribal Bureaucracy"

Dec 9 ** Analysis of Koehn, "The Demise of Policy & Review" due

Dec 13

(3:20-5:20) XI. Class Case Studies

- 1.
- 2.
- 3.