Fall 9-1-1999

PSC 501.01: Public Administration

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COURSE DESCRIPTION & OBJECTIVES

The course is designed to allow students to develop an understanding of public administration as a field of academic study and an area of professional practice. Specifically, it focuses on the evolution of public administration as an academic discipline, the context in which public administration takes place, the meaning of public administration in a democratic society, and the importance of personal and professional ethics. The course will be conducted as a seminar. Students must be prepared to discuss reading assignments and participate in analysis and discussion of the case studies. The objective of PSc 501 is to expose students to the primary concepts associated with public administration.

REQUIRED TEXTS


Classics of Public Administration by Shafritz & Hyde

Bureaucracy by James Q. Wilson (Copies on reserve)

All students are expected to read Bureaucracy during the semester

COURSE REQUIREMENTS and STRUCTURE

The requirements for the class include a comprehensive final exam and writing a five-page paper, which is described below. The structure of the course will be simple. Each week the class will focus on one major concept of public administration that will be illustrated in the assigned articles. The case study approach will be used to highlight the concepts. STUDENTS ARE RESPONSIBLE FOR ALL ASSIGNED READINGS. After an introduction, students will be asked questions about the readings and the case study. After completing the course, students should understand the major concepts of public administration included in this course.

Grade Weights

Final Exam ...... 60% (November 29)
Paper ............... 20% (Due December 6; will be returned on December 13)
Participation ... 20%
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Paper

Select one of the following assignments and write a five-page paper. The papers are due on Monday, December 6.

Provide a statement of your personal code of ethics. Include 10 principles in your statement and give an explanation and justification for each of these principles derived from your reading of the pertinent literature.

Select the three concepts that you find most useful or interesting that were included in the course. Write a paper describing why you feel the concepts are so important.

Exam

The comprehensive final exam will consist of terms, concepts, and several essays. Students will be expected to articulate and integrate the major concepts covered in PS 501 into the essays.

READING ASSIGNMENTS AND CLASS OUTLINE

Session 1 Introduction – No Readings (August 30)

Session 2 No Class – Labor Day (September 6)

Session 3 The Search for the Scope and Purpose of Public Administration (September 13)

Stillman: Chapter 1

"The Study of Administration" by Wilson

"The Refounding Movement in American Public Administration" by Stillman

Case Study: "The Blast in Centralia No. 5" by Martin

"Five Great Issues in the Profession of Public Administration" by Brian Fry (On Reserve)

Shafritz and Hyde:

"Toward a New Public Administration" by Frederickson

"Public Administration and the Separation of Powers" by Rosenbloom
PART ONE: The Pattern of Public Administration in America: Its Environment, Structure, and People

Session 4 The Formal Structure: The Concept of Bureaucracy (September 20)

Stillman: Chapter 2

"Bureaucracy" by Weber

Case Study: "How Kristin Died" by Lardner

Shafritz and Hyde:

"Street-Level Bureaucracy: The Critical Role of Street-Level Bureaucrats" by Lipsky

"The Life Cycle of Bureaus" by Downs

"Breaking Through Bureaucracy" by Barzelay and Armajani

"Organizations of the Future" by Bennis

"Bureaucratic Structure and Personality" by Merton

Session 5 The General Environment: The Concept of Ecology (September 27)

Stillman: Chapter 3

"The Ecology of Public Administration" by Gaus

Case Study: "Dumping $2.6 Million on Bakersfield" by Aron

Shafritz and Hyde:

"Government is Different" by Appleby

"Scientific Management" by Taylor

"Reinventing Government" by Kettl

The Political Environment: The Concept of Administrative Power

Stillman: Chapter 4

"Power and Administration" by Long

Case Study: "The Last Flight of the Space Shuttle Challenger" by Charles

Shafritz and Hyde:
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"Politics and Administration" by Goodnow

"Administrative Decentralization and Political Power" by Kaufman

"Democracy and the Public Service" by Mosher

"The End of Liberalism: The Indictment" by Lowi

**Session 6 Intergovernmental Relations: The Concept of IGR as Interdependence, Complexity, and Bargaining** (October 4)

Stillman: Chapter 5

"American Intergovernmental Relations: An Overview" by O'Toole

Case Study: "Wichita Confronts Contamination" by Rosegrant

Shafritz and Hyde

"The American System" by Grodzins

"Understanding Intergovernmental Relations" by Wright

**Session 7 Internal Dynamics: The Concept of the Informal Group** (October 11)

Stillman: Chapter 6

"Hawthorne and the Western Electric Company" by Mayo

Case Study: "Personnel Changes in City Government" by Copeland

**Key Decision-Makers Inside Public Bureaucracy: The Concept of Competing Bureaucratic Subsystems**

Stillman: Chapter 7

"Inside Public Bureaucracy" by Stillman

Case Study: "Twisting in the Wind? Ambassador Glaspie and the Persian Gulf Crisis" by Dickert

**PART TWO: The Multiple Functions of Public Administrators: Their Major Activities, Responsibilities, and Roles.**

**Session 8 Decision-Making: The Concept of Incremental Choice** (October 18)

Stillman: Chapter 8
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"The Science of Muddling Through" by Lindbloom

Case Study: The Decision to Liberate Kuwait

Executive Management: The Concept of the Uniqueness of Public Management

Stillman: Chapter 10

"Public and Private Management: Are They Fundamentally Alike in All Unimportant Respects?" by Allison

Case Study: "The MOVE Disaster" by Nagel

Session 9 Public Personnel Motivation: The Concept of Rational, Norm-Based, Affective Motives (October 25)

Stillman: Chapter 11

"The Motivational Bases of Public Services" by Perry and Wise

Case Study: "A Success at the Border Earned Only a Shrug" by Brinkley

Shafritz and Hyde:

"A Theory of Motivation" by Maslow

"The Human Side of Enterprise" by McGregor

"Representative Bureaucracy" by Krislov

"Changing Work, Changing Workforce, Changing Expectations" by Ingraham

Session 10 Public Budgeting: The Concept of Budgeting as Political Choice (November 1)

Stillman: Chapter 12

"The Politics of Public Budgets" by Rubin

Case Study: "County Prison Overtime" by Mills

Shafritz and Hyde:

"The Lack of a Budgetary Theory" by Key

"Organizational Decline and Cutback Management" by Levine

"Rescuing Policy Analysis from PPBS" by Wildavsky

"Public Budgeting Amidst Uncertainty and Instability" by Caiden
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PART THREE: Enduring and Unresolved Relationships: Central Value Questions, Issues, and Dilemmas of Contemporary Public Administration

Session 11 The Relationship Between Politics and Administration: The Concept of Issue Networks (November 8)

Stillman: Chapter 14

"Issue Networks and the Executive Establishment" by Helco

Case Study: "Execucrats" by Riccucci

The Relationship Between Bureaucracy and the Public Interest: The Concept of Public Sector Deregulation

Stillman: Chapter 15

"Bureaucracy and the Public Interest" by Wilson

Case Study: "But No Cigar: How a Rescue Mission Failed, Just Barely, in Orange County" by Jereski

Shafritz and Hyde:

"Public Administration and the Public Interest" by Herring

"Reinventing Government" by Kettl

"Exploring the Limits of Privatization" by Moe

Session 12 The Relationship Between Ethics and Public Administration: The Concept of Ethical Obligations (November 15)

Stillman: Chapter 16

"Public Administration and Ethics: A Prologue to a Preface" by Waldo

Case Study: "Madonna’s Sex" by Morgan

ASPA Code of Ethics (Handout)

Shafritz and Hyde:

"Watergate: Implications for Responsible Government" Mosher

"The Possibility of Administrative Ethics" by Thompson

"The Public Administration Community and the Search for Professionalism" by Gargan (on reserve)
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Session 13 Discussion of James Q. Wilson's *Bureaucracy, and Summary* (November 22)

Session 14 Exam (November 29)

Session 15 Papers Due – Be prepared to discuss your papers (December 6)

Session 16 Papers Returned (December 13)