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PSCI 361.01: Public Administration

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Political Science **361**
Public Administration
Fall 2013-2014

Peter Koehn
LA 348 x5294
Ofc hrs: TTH 10:30-11:00;
12:30-1:30; 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 fundamental concepts and issues of public administration (including the evolution of public administration as a field of study, major organizational theories, private/public administration interfaces and dichotomies, budget preparation, ethical dilemmas, approaches to public service, the role of career officials in the policy process and political context, human-resource-management issues, challenges to effective leadership and supervision, and the comparative/global perspective), students should develop the ability to apply theoretical insights, personal values, and social-science findings to challenging organizational and ethical situations.

Required texts

Coursepack available at UC Bookstore. All other required reading is on e-res (password=psci361); a hard copy should be brought to class on the date covered.

Course Requirements

In addition to leading class discussion of selected cases and debate participation, each student is responsible for individual writing projects that apply useful approaches and research findings to challenging organizational situations.

- 15%** Mid-term examination (**10 Oct**)
- 10%** Debate (various dates)
 - Student's own written case presentation (3-5 pp; **7 Nov**) and
- 30%** *Analysis* of student's own case (5-7 pp; **19 Nov**)
- 20%** Class participation (cases, complex cases, class contributions)
- 25%** Written analysis of "Demise of Policy & Review" (**5 Dec**)

Late papers will be penalized by one – in grade (e.g., from B+ to B) for each scheduled class that passes without submission. For credit/no-credit grading, students must attain an overall grade of D- to receive a "CR." Reported final grades will reflect pluses and minuses.

Course Outline and Assignments

27 Aug - 5 Sept I. **Introduction to Public Service and U.S. Public Administration**

1. Shafritz et al., pp. 90-94 **e-res**
2. Merget, "Times of Turbulence" (2003)
3. Brinkerhoffs, "Preparing for International Public Service" (2006)
4. Light, *True Size of Government* (1999), pp. 1-9
5. Norris, "Government Getting Smaller in US" (2012) **e-res**
6. Luo and Cooper, "Who's Paid More?" (2011) **e-res**
7. Leonhardt, "Why Taxes Aren't as High as They Seem" (2012) **e-res**
8. Mettler, "Our Hidden Government Benefits" (2011) **e-res**
9. Levine, "More on Cutback Management"
10. "Budget Cuts" (amended) **e-res**

10, 12 Sept. II. **Introduction to Case Analysis**

1. "Case Analysis: Pocket Checklist"
2. *Love, "Arsenic and Red Tape" **e-res** PLUS "Restroom Monitors" **e-res**
3. *MacKenzie, "Last In, First Out"
4. *Rusk, "You're Lucky I Come in at All"

17 Sept. III. **Democratic Accountability v. Administrative Discretion**

1. Shafritz and Russell, pp. 342-350 **e-res**
2. Dolan, "Influencing Policy at the Top of the Federal Bureaucracy" (2000)

19, 24 Sept. IV. **Public and Private Administration**

1. Shafritz et al., pp. 116-122 **e-res**
2. Light, "Illusion of Accountability" (1999), pp. 184-190
3. Haque, "Diminishing Publicness of Public Service" (2001) **e-res**
4. *"A Zealous City Employee" **e-res** PLUS Cooper, "A Meter So Expensive, It Creates Parking Spots" (2012)
5. *"Midvalley Recreation Department"
6. *Gayhart, "Joe's Dilemma"

26 Sept; 1,3 Oct. V. **Organization Theory, Design, and Communication**

1. Shafritz and Russell, pp. 228-234, 236-248 **e-res**
2. Garvey, "Matrix and Network Organizations" (pp. 94-98)
3. NASA exercise (distributed in class)
4. Quinn, "Job Design (Redesign): Motivational Criteria" (1996)
5. *"The Electronics Stock Control Group" **e-res**
6. Lohr, "'Cubes' Vie with 'Caves' in Offices" **e-res**
7. *"A Positive Stroke Goes Awry" PLUS "You've Got Trouble" (2007) **e-res**;
Bruni, "Sorry, Wrong In-Box" (2011), **e-res**

8 Oct. VI. **Decision Theory and Policy Implementation**

1. Garvey, "Backward and Forward Mapping" (pp. 462-468)
2. Watkins and Bazerman, "Predictable Surprises" (2003) **e-res**
3. "The Columbia Accident" **CC e-res** PLUS "Sociology, Not Engineering" **e-res**; Mahler, "Organizational Learning at NASA," pp. 63-77, 185-93, 204-13 **e-res**

10 Oct Mid-term exam

8, 15-22 Oct. VII. **Ethics and Public Administration**

1. Whetton & Cameron, "To Ship or Not to Ship" **e-res**
2. Garvey, "HIV Testing" **CC e-res** PLUS "HIV and Employee Rights" **e-res**
3. *"Ann's Dilemma" **e-res** PLUS "Court Backs" (**e-res**)
4. "Ethics Task Force" exercise PLUS "Monitoring e-mails" (2006) **e-res**;
"Goofing Off?" (2006) **e-res**; "Games on State Computers" (2008) **e-res**;
"Schweitzer Orders" (2008) **e-res**; "Employees Spend \$1.7B" (2008) **e-res**;
"Net Shock at Work" (2009) **e-res**
5. *Berriochoa, "I'll Get You My Pretty"
6. Wolovoy, "Should You Implement a Law You Strongly Disagree With?" ('05)
PLUS Preston, "Police Chiefs Assail Immigration Role" (2011) **e-res**
7. James, "Sexual Harassment"
8. *"Carl the Ripper" **e-res**
9. *"Queen Cruises" **role play (r/p)**

24 Oct. Smith, "Ferment at the Met Lab" **CC e-res** PLUS Sherwin, "Taming the Demon" (2010) **e-res**; "Day After Trinity" film – VT 01122 (90 min)

7 Nov Your case due

29-31 Oct.

5,7,12 Nov VIII. **Personnel Administration**

1. Shafritz and Russell, pp. 361-374 **e-res**
2. *Meyer and Brown, "Personnel Dilemma: Terminate or Retain" **e-res**
3. *Artley, "Rose Winn Doesn't Win"
4. *"Conflicts on the Human Services Coordination Team" **r/p (e-res)**
5. *Fugleberg, "Nightmare in the American Heartland"
6. "Mixed Effects of a Demonstration Project" **e-res CC**
7. "Interviewer Hints"; U of MT, "Job Success Factors"; "Interviewing" **e-res**;
"Look, Listen, & Connect" **e-res**; "Set Guidelines" **e-res**; "Interview Both
Ways" **e-res**
8. Yeager, "Equal Employment Opportunity" **r/p CC**
9. *"A Supervisor for Unit II" **r/p (e-res)**
10. *Gage, "Help Wanted" **r/p** PLUS "Renowned Surgeon" (2003)

11. **“Who Staffs the Hospital?” e-res* plus *“Overworked Nurses” e-res*
12. *Koehn, *“Red Schwinn”*
13. Dubnick, *“A Trashy Situation” r/p CC PLUS Habbe, “Mediation Process”*

14 Nov. Videos (30 min): *Valuing Diversity* - VT03762; VT03764

1. Bauza, *“Language Diversity Can Spur Tension in Workplace” (2006) e-res*
2. Turnbuell, *“Religion Causing Tensions” (2007) e-res*
3. Williams, *“As Public Sector Sheds Jobs, Blacks Are Hit Hardest” (’11) e-res*
4. Rice & Mathews, *“A New Kind of Public Service Professional: Possessing Cultural Competence Awareness, Knowledge, and Skills” (2012) e-res*

NCBI Leadership for Diversity Workshop: Prejudice-response Skills

19 Nov Analysis of your case due

19,21,26 Nov

3 Dec **IX. Management, Leadership & Supervision; Employee Motivation**

1. *Benov, *“Racism Bites” (2010)*
2. Skills Inventory exercise
3. Shafritz and Russell, pp. 333-340 **e-res**
4. Garvey, *“Helping the Homeless” CC e-res*
5. *Meyer and Brown, *“It’s Not Easy at the Top” e-res*
6. *Habbe, *“Downward Denied” PLUS Culbert, “Why Your Boss Is Wrong about You” (2011), e-res*
7. *Schweitzer, *“Job Not Well Done”*
8. *Kunsman, *“In with the New” e-res*
9. *Park, *“Art of Invisible Guidelines”*
10. *Denny, *“Myspace for Hire” PLUS Zimmerman, “When Teachers Talk Out of School” (2011) e-res*
11. *Kelley, *“A Local Mountain Goes Upscale”*
12. **“Thompson’s Time Management” e-res* PLUS Dobrzynski, *“Should I Have Left an Hour Earlier?” e-res*; Greenhouse, *“The Retention Bonus? Time” (2011) e-res*
13. **“For Better or Worse” PLUS “Relocations;” “Career Mobility Changes” (2006) e-res*; *“Living Apart Together” (2005) e-res*
14. **“An Office Romance” r/p (e-res) PLUS “Office Romance” e-res*; *“Attorney General Issues” e-res*; *“Love in Workplace Not Taboo” (2006) e-res*
15. * Koehn, *“Demise of Policy and Review”*

5 Dec Analysis of Koehn, “Demise of Policy and Review” due

5 Dec **X. Public Administration in Comparative Perspective**

1. Brislin, *“The Quiet Participant” exercise*
2. *Terada, *“Cross-culture Negotiation”*

3. Gervais, "Working with the Tribal Bureaucracy" CC PLUS "BIA Officials Take Over" (2003) e-res; "BIA Welcomed in Browning" (2003) e-res; Jamison, "Two-thirds of Reservation Prefer Current Situation" (2004) e-res; Jamison, "Only One Retained" (2004)e-res; "BIA Hasn't Improved Police Force" (2005) e-res; "Blackfeet Tribe: BIA Officers Ineffective" (2007) e-res; "Indian Crime Bill Goes to Obama" (2010) e-res; Cotter, "Courts' Cooperation" (2013); e-res

10 Dec

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

- 1.
- 2.

PSCI 400

Students taking PSCI 400 concurrently with this course must attend a special class on professional writing led by the instructor (TBA). The 5-page double-spaced individual essay for this class will be graded for clarity of argument and correctness of technical writing and returned with comments for revision. Students are required to revise and resubmit the essay as often as necessary until all corrections are made and understood. Students also are responsible for submitting a separate 5-to-7-page analysis of their case study that must follow learned principles of technical writing.

All students must practice academic honesty. Academic misconduct is subject to an academic penalty by the course instructor and/or disciplinary sanction by the University. All students need to be familiar with the Student Conduct Code. The Code is available for review online at <http://www.umt.edu/SA/VP/SA/index.cfm/page/1321>. This syllabus is presented as a general guide to the course that is subject to amendment or deviation.

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