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PSC 361.01: Public Administration

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Political Science 361
Public Administration
Summer 2006

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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 issues, challenges to effective management, 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

- (1) R. Golembiewski, J. Stevenson, & M. White. *Cases in Public Management* (5th edit). F.E. Peacock, 1997. {G,S,W}
- (2) Coursepack available at UC Bookstore

Course Requirements

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

- 25%** Mid-term examination (**8 June**)
- 20%** Debates
 - Student's own case presentation (3-5 pp) (**14 June**)
- 30%** Analysis of your case (5-7 pp) (**20 June**)
- 25%** Class participation

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

- 22-24 May **I. Introduction to Public Service and U.S. Public Administration**
1. Shafritz and Russell, pp. 87-92
 2. Light, *True Size of Government* (1999), pp. 1-9, 176-179, 184-195
 3. Levine, “More on Cutback Management”
 4. “Budget Cuts” (G,S,W, pp. 30-31 as amended)

25 May **II. Introduction to Case Analysis**

1. G,S,W, pp. 1-14
2. "Case Analysis: Pocket Checklist"
3. Love, "Arsenic and Red Tape" PLUS "Restroom Monitors"
4. MacKenzie, "Last In, First Out"
5. Rusk, "You're Lucky I Come in at All"

30-31 May **III. Public and Private Administration**

1. Shafritz and Russell, pp. 114-119
2. Haque, "Diminishing Publicness of Public Service" (2001) e-res
3. "A Zealous City Employee" (G,S,W, pp. 53-57)
4. "Midvalley Recreation Department" PLUS Cramer, "Toeing the Line: Nonprofits Need to Clean House" (2002)

1, 5 June **IV. Organization Theory, Design, and Communication**

1. Shafritz and Russell, pp. 198-199, 216-251
2. Garvey, "Matrix and Network Organizations" (pp. 94-100)
3. Quinn, "Job Design (Redesign): Motivational Criteria" (1996)
4. NASA exercise
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 "Manage e-mail;" "Wired, Frazzled"

6, 7 June **V. Ethics and Public Administration**

1. Whetton & Cameron, "To Ship or Not to Ship"
2. "HIV and Employee Rights" (G,S,W, pp. 150-152)
3. "Ann's Dilemma" (G,S,W, pp. 60-62) PLUS "Court Backs" e-res; "State: We Can Open"; "Minding Everyone's Business"
4. "Ethics Task Force" exercise
5. Berriochoa, "I'll Get You My Pretty"
6. Wolovoy, "Should You Implement a Law You Strongly Disagree With?" ('05)
7. James, "Sexual Harassment"
8. "Carl the Ripper" (G,S,W, pp. 197-199)
9. "Queen Cruises" role-play (r/p)

8 June Midterm exam

12 June "Day After Trinity" film

14 June Your case due

13-15 June VI. **Personnel Administration**

1. Shafritz and Russell, pp. 361-396
2. Meyer and Brown, "Personnel Dilemma: Terminate or Retain"
3. Artley, "Rose Winn Doesn't Win"
4. Blackwell, "The Power of the CIP"
5. Fugleberg, "Nightmare in the American Heartland"
6. "Interviewer Hints"; "Interviewing"; "Look, Listen, & Connect"; "Set Guidelines"
7. "A Supervisor for Unit II" r/p (G,S,W, pp. 141-143)
8. Gage, "Help Wanted" r/p
9. "Who Staffs the Hospital?" (G,S,W, pp. 46-50) PLUS "Overworked Nurses"
10. Koehn, "Red Schwinn"
11. Dubnick, "A Trashy Situation" r/p PLUS Habbe, "Executive Summary: Mediation Process" (2005)

20 June **Analysis of your case due**

19-21 June VII. **Management, Leadership & Supervision; Employee Motivation**

1. Shafritz and Russell, pp. 333-340
2. Meyer and Brown, "It's Not Easy at the Top"
3. Habbe, "Downward Denied"
4. Moy, "Zach Slater"
5. "Thompson's Time Management" (G,S,W, pp. 82-86) PLUS Dobrzynski, "Should I Have Left an Hour Earlier?" e-res
6. "For Better or Worse" PLUS "Relocations"; "Career Mobility Changes" (2006)
7. "An Office Romance" r/p (G,S,W, pp. 193-196) PLUS "Office Romance"; "Attorney General Issues" e-res; "Love in Workplace not Taboo for Many" (2006)

22 June VIII. **Public Administration in Comparative Perspective**

1. Phyllis Ngai and Peter Koehn, "Cross-cultural Management"
2. Terada, "Cross-culture Negotiation"
3. Gervais, "Working with the Tribal Bureaucracy" PLUS "BIA Officials Take Over" (2003); "BIA Welcomed in Browning" (2003); Jamison, "Two-thirds of Reservation Prefer Current Situation" (2004); Jamison, "Only One Retained" (2004); "BIA Hasn't Improved Police Force" (2005)

22 June IX. **Class Case Studies**

- 1.
- 2.

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/VPSA/index.cfm/page/1321>