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PSC 361.01: Public Administration

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Political Science 361  
*Public Administration*  
Summer 2005  
Peter Koehn  
LA 416 x5294  
Ofc hrs by appointment

**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**

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.

- **15%** Budget cuts exercise (*31 May*)
- **25%** Mid-term examination (9 June)
- **10%** Debate  
  Student’s own case presentation (3-5 pp) (15 June)
- **30%** Analysis of your case (5-7 pp) (22 June)
- **20%** 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

23-27 May  I. Introduction to Public Service and U.S. Public Administration
   1. Shafritz and Russell, pp. 87-92
   3. Levine, “More on Cutback Management”

31 May  II. Introduction to Case Analysis
   2. “Case Analysis: Pocket Checklist”
   3. Love, “Arsenic and Red Tape” PLUS “Restroom Monitors”
   5. Rusk, “You’re Lucky I Come in at All”

1, 2 June  III. Public and Private Administration
   1. Shafritz and Russell, pp. 114-119

3, 6 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)
   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”
   8. Mattick, “Multitasking”

7, 8 June  V. Ethics and Public Administration
   1. Whetton & Cameron, “To Ship or Not to Ship”
   4. “Ethics Task Force” exercise
   5. Wolovoy, “Should You Implement a Law You Strongly Disagree With?” (‘05)
   6. James, “Sexual Harassment”

9 June MIDTERM
10 June  “Day After Trinity” film

15 June  Your case due

13-17 June  VI. Personnel Administration

1. Shafritz and Russell, pp. 361-396
3. Meyer and Brown, “Personnel Dilemma: Terminate or Retain”
4. Artley, “Rose Winn Doesn’t Win”
6. Fugleberg, “Nightmare in the American Heartland”
8. “A Supervisor for Unit II” r/p (G,S,W, pp. 141-143)
9. Gage, “Help Wanted” r/p

20-22 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”
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”

22 June  Analysis of your case due

23 June  VIII. Public Administration in Comparative Perspective

1. Phyllis Ngai and Peter Koehn, “Cross-cultural Management”
2. Terada, “Cross-culture Negotiation”

24 June  IX. Class Case Studies

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