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Summer 6-1-2003

### PSC 361.01: Public Administration

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Political Science 361  
Public Administration  
Summer 2003

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

- (1) R. Golembiewski, J. Stevenson, & M. White. *Cases in Public Management* (5<sup>th</sup> 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, each student is responsible for individual writing projects that apply useful approaches and research findings to challenging organizational situations.

- 15%** Budget cuts exercise (\* **2 June**)
- 25%** Mid-term examination (**9 June**)
- 10%** Debate
- 30%** Student's own case presentation & *analysis* (**16 June & 21 June**)
- 20%** Class participation

## Course Outline and Assignments

### 27-30 May    I. Introduction to Public Service and U.S. Public Administration

1. Shafritz and Russell, pp. 87-92
2. Kettl, "Transformation of Governance" (2000)
3. Light, *True Size of Government* (1999), pp. 1-9, 176-179, 184-195
4. Broder, "Big-Spendin' George W. Bush" (2003)
5. Levine, "More on Cutback Management"
6. \* *"Budget Cuts" (G,S,W, pp. 30-31 as amended)*

### 2 June            II. Introduction to Case Analysis

1. G,S,W, pp. 1-14
2. "Case Analysis: Pocket Checklist"
3. Love, "Arsenic and Red Tape" PLUS "Parting Shots"; "Restroom Monitors"
4. MacKenzie, "Last In, First Out"

### 3 June            III. Democratic Accountability v. Administrative Discretion

1. Shafritz and Russell, pp. 342-350
2. Kaufman, "Major Players: Bureaucracies in American Government" (2001)
3. Dolan, "Influencing Policy at the Top of the Federal Bureaucracy" (2000)

### 4 June            IV. Public and Private Administration

1. Shafritz and Russell, pp. 114-119, 216-251
2. Haque, "Diminishing Publicness of Public Service" (2001)
3. Dennison, "Privatization: An Unheralded Trend in Higher Education" (2003)
4. "A Zealous City Employee" (G,S,W, pp. 53-57)
5. "Midvalley Recreation Department" PLUS Cramer, "Toeing the Line: Nonprofits Need to Clean House" (2002)

### 5, 6 June        V. Organization Theory, Design, and Communication

1. Shafritz and Russell, pp. 198-199
2. Garvey, "Matrix and Network Organizations" (pp. 94-100)
3. Quinn, "Job Design (Redesign): Motivational Criteria" (1996)
4. "The Electronics Stock Control Group"
5. Lohr, "'Cubes' Vie with 'Caves' in Offices"
6. "A Positive Stroke Goes Awry" PLUS "Manage e-mail;" "Brusque Isn't Desired Effect;" "Wired, Frazzled"
7. "Replacement of Key Personnel"
8. Mattick, "Multitasking"

### 9 June    MIDTERM

10 June      **VI. Decision Theory and Policy Implementation**

1. Garvey, "Backward and Forward Mapping" (pp. 462-468)
2. Homer-Dixon, "Careening into the Future" (2000)
3. "Keep a 2x4 Behind Your Desk" (G,S,W, pp. 220-223)

10-12 June      **VII. 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"; "State: We Can Open"; "Minding Everyone's Business"
4. "Ethics Task Force" exercise
5. James, "Sexual Harassment"
6. "Carl the Ripper" (G,S,W, pp. 197-199)

13 June

7. "Day After Trinity" film

16 June      **Your case due**

16-19 June      **VIII. 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. *Valuing Diversity* video (VT03762-4) PLUS "Mydans, 'Pressure for English-only Job'; Greenhouse, 'Appeal to Save English-only Law Fails'; Stafford, 'Minorities Leaving Jobs'; G & S, 'Diverse Meanings of Diversity'; Schmidt, 'Debating the Benefits of Affirmative Action' ('01)
6. "Conflicts on the Human Services Coordination Team" r/p (G,S,W, p.200-206)
7. Fugleberg, "Nightmare in the American Heartland"
8. "Interviewer Hints"; "Interviewing"; "Look, Listen, & Connect"
9. "A Supervisor for Unit II" r/p (G,S,W, pp. 141-143)
10. Gage, "Help Wanted" r/p
11. "Who Staffs the Hospital?" (G,S,W, pp. 46-50)
12. Koehn, "Red Schwinn"

23 June      **Analysis of your case due**

20,23,24 June      **IX. Management, Leadership & Supervision; Employee Motivation**

1. Shafritz and Russell, pp. 298-305, 333-340

2. Stafford, "In Managers, People Skills ..."
3. Meyer and Brown, "It's Not Easy at the Top" PLUS "Gore Dots i's that Bush Leaves to Others"
4. "Thompson's Time Management" (G,S,W, pp. 82-86) PLUS Dobrzynski, "Should I Have Left an Hour Earlier?" & "A Little Burping"
5. "For Better or Worse" PLUS "Relocations"
6. Mc Cracken, "Walter and Ace Construction Company"
7. "An Office Romance" r/p (G,S,W, pp. 193-196) PLUS "Office Romance"; "Attorney General Issues"

25 June      **X. Public Administration in Comparative Perspective**

1. Phyllis Ngai and Peter Koehn, "Cross-cultural Management"
2. Ehrenhalt, "Nepotism and the Meat Ax" (2001)
3. Terada, "Cross-culture Negotiation"
4. Tadella Taferra, "Assefa and Sileshi"
5. Gervais, "Working with the Tribal Bureaucracy" PLUS "BIA Officials Take Over" (2003) and "BIA Welcomed in Browning" (2003)

26, 27 June      **XI. Class Case Studies**

- 1.
- 2.
- 3.