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Political Science 361
Public Administration
Summer 2001

Peter Koehn
LA 416 x5294
Ofc hrs 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 the 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, 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) Fac pac 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 situations in public administration.

- 20%** Budget cuts analysis (***6 July**)
- 10%** Short written case analysis (* **13 July** or * **25 July**)
- 30%** Student's own case (**23 July**) & case analysis (**31 July**)
- 20%** Debate
- 20%** Class participation

Course Outline and Assignments

2-6 July **I. Introduction to Public Administration in the United States**

1. Nicholas Henry, *Public Administration and Public Affairs*, Chpt 2

2. Kettl, "Transformation of Governance" (2000)
3. Light, *True Size of Government* (1999), pp. 1-9, 176-179, 184-195
4. Kaufman, "Major Players: Bureaucracies in American Government" (2001)
5. Dolan, "Influencing Policy at the Top of the Federal Bureaucracy" (2000)
6. Levine, "More on Cutback Management"
7. * *"Budget Cuts" (G,S,W, pp. 30-31 as amended)*

9 July **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"

10 July **III. Public and Private Administration**

1. Haque, "Diminishing Publicness of Public Service"
2. "A Zealous City Employee" (G,S,W, pp. 53-57)

11-12 July **IV. Organization Theory, Design, and Communication**

1. "A Positive Stroke Goes Awry" PLUS "Manage e-mail;" "Brusque Isn't Desired Effect;" "Wired, Frazzled"
2. "Replacement of Key Personnel"
3. "The Electronics Stock Control Group"

13 July

5. * *"Two Models for Organizing"*
6. "Mydans, "Pressure for English-only Job"
7. Greenhouse, "Appeal to Save English-only Law Fails"
8. Stafford, "Minorities Leaving Jobs"
9. *Valuing Diversity* video

16 July **V. Decision Theory and Policy Implementation**

1. "Keep a 2x4 Behind Your Desk" (G,S,W, pp. 220-223)
2. "The *Challenger* Shuttle Disaster" (G,S,W, pp. 184-186)

17-19 July **VI. 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)

7. Bachand, "Devil with the Red Dress on" PLUS "Male Guard"
8. Smith, "Ferment at the Met Lab" PLUS "Day After Trinity" film

23 July *Your case due*

20-25 July VII. Personnel Administration

1. Meyer and Brown, "Personnel Dilemma: Terminate or Retain"
2. Artley, "Rose Winn Doesn't Win" PLUS "Staff Reclassifications – Budget"
3. Blackwell, "The Power of the CIP"
4. "Interviewer Hints;" "Interviewing;" & "Look, Listen, Connect"
5. Yeager, "Equal Employment Opportunity" **role play (r/p)**
6. "A Supervisor for Unit II" **r/p** (G,S,W, pp. 141-143)
7. Gage, "Help Wanted" **r/p**
8. "Jayne's Baby" PLUS "Exit Interview"
9. "Middle Management Ignored" (G,S,W, pp. 41-45)
10. * **"Who Staffs the Hospital?"** (G,S,W, pp. 46-50) PLUS "Level of Staffing" & "Nurses Support Staff Stage Walkout"
11. "Stop Having Birthdays" (G,S,W, pp. 224-227)
12. Koehn, "Red Schwinn"
13. Dubnick, "A Trashy Situation" **r/p** PLUS "Interest-based Bargaining"

26 July – 1 Aug VIII. Management, Leadership & Supervision; Employee Motivation; Public Service

1. G. Garvey, "Making the Human Connection"
2. Stafford, "In Managers, People Skills ..."
3. Lohr, "Making Cars the Volvo Way"
4. Mattelin, "Blankety, Blank, Blank"
5. "The Outsider" (G,S,W, pp. 78-81)
6. "Making of a Corrections Officer" (G,S,W, pp. 207-212)
7. "Thompson's Time Management" (G,S,W, pp. 82-86) PLUS Dobrzynski, "Should I Have Left an Hour Earlier?" & "A Little Burping"
8. Meyer and Brown, "It's Not Easy at the Top" PLUS "Gore Dots i's that Bush Leaves to Others"
9. "For Better or Worse" PLUS "Relocations"
10. Mc Cracken, "Walter and Ace Construction Company"
11. "One Supervisor's Analysis" (G,S,W, pp. 229-231)
12. "An Office Romance" **r/p** (G,S,W, pp. 193-196) PLUS "Office Romance"; "Attorney General Issues"
13. Allen, "Electronic Mail: Invasion of Privacy?"
14. Koehn, "The Demise of Policy & Review"

31 July *Analysis of your case due*

2 Aug IX. Public Administration in Global Perspective

1. Phyllis Ngai and Peter Koehn, "Cross-cultural Management"
2. "Berso Company"
3. Terada, "Cross-culture Negotiation"
4. Tadella Taferra, "Assefa and Sileshi"
5. Gervais, "Working with the Tribal Bureaucracy"

3 Aug X. Class Case Studies

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Debate Topics

	<u>Date</u>	<u>Topic</u>
(1)	5 July	<i>U.S. government officials at all levels currently lack sufficient competence to deal effectively with the emerging challenges of globalization.</i>
(1)	6 July	<i>Public administrators should only implement, not participate in making, policies.</i>
(2)	10 July	<i>Public and private administration are fundamentally alike in all unimportant respects.</i>
(3)	12 July	<i>Bureaucracy is the most superior form of organization for the 21st Century.</i>
(4)	16 July	<i>'Cubes' are a superior form of workplace layout for most U. S. public administrators.</i>
(5)	19 July	<i>Verbal harassment and bullying on the job should be treated in the same manner as sexual harassment.</i>
(6)	23 July	<i>The benefits of affirmative action outweigh any negative consequences.</i>
(7)	30 July	<i>The most effective supervisors in public and not-for-profit organizations practice supportive management.</i>
(8)	31 July	<i>Universities should only hire managers who are trained to view higher education as a special responsibility.</i>