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### PSC 501.01: Public Administration

Jeffrey D. Greene

*University of Montana - Missoula*, [jeffrey.greene@umontana.edu](mailto:jeffrey.greene@umontana.edu)

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# PSc 501 Public Administration Syllabus

Master of Public Administration Program

Fall 2005

**Mondays - LA 337 4:10 - 6:30 p.m.**

*The Fall 2005 Semester begins Monday, August 29*

**Professor:** Jeffrey Greene / **Telephone:** 243-6181 / **E-mail:** [jeffrey.greene@umontana.edu](mailto:jeffrey.greene@umontana.edu)

**Office:** LA 356 / **Office Hours:** Mondays, 3:30 - 4 p.m. T,Th, 2 - 2:30 p.m.

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## COURSE DESCRIPTION & OBJECTIVES

This course is designed to allow students to develop an understanding of public administration as a field of academic study and an area of professional practice. Specifically, it focuses on the evolution of public administration as an academic discipline, the context in which public administration takes place, the meaning of public service in a democratic society, and the importance of personal and professional ethics. The course will be conducted as a seminar. Students must be prepared to discuss reading assignments and participate in analysis of case studies.

The specific competencies developed in PSc 501 are:

- 1) Knowledge of public administration as a field of study
- 2) Knowledge of the political and organization context of public administration
- 3) Knowledge of public administration as a profession
- 4) Written communication
- 5) Awareness of public service values: personal ethics, professional ethics, citizen responsiveness, social responsibility

**REQUIRED TEXTS** (*There are 3 required books and 1 optional book to buy. Copies of the optional book is on reserve in the Mansfield Library*)

***Public Administration: Concepts and Cases. 8/e*** by Richard Stillman

***Public Administration in the New Century*** by Jeffrey Greene

***Bureaucracy*** by James Q. Wilson

**ADDITIONAL TEXT** (*Not required but this text will be needed. A number of copies are on reserve in the Mansfield Library*)

***Classics of Public Administration*** (4th and 5th Editions) edited by Shafritz & Hyde

## COURSE REQUIREMENTS and STRUCTURE

The requirements for the class includes reading James Q. Wilson's *Bureaucracy*, writing and presenting an article from *Classics of Public Administration*, and writing a five-page paper, which is described below, and a final, comprehensive exam. The structure of the course will be simple. Each week the class will focus on one major concept of public administration that will be illustrated in the readings and any assigned articles. The case study approach will be used to highlight the concepts. **STUDENTS ARE RESPONSIBLE FOR ALL ASSIGNED READINGS.** After an introduction, students will be asked questions about the readings and the case study. After completing the course, students should understand the major concepts of public administration included in this course.

### Grade Weights

<b>Paper</b> .....	40%	Ethics or Three-Concepts Paper (Due December 5)
<b>Exam</b> .....	40%	There will be one exam based on the material and concepts covered in the course (December 12)
		(Abstracts and presentations from <i>Classics of Public Administration</i> and/or readings included in the Stillman text. Each student is required to prepare and present at least <u>one</u> abstract. They are due when presented. Students will also receive a participation grade based on their oral participation in class discussions)
<b>Participation</b> .....	20%	

### New Grading System at UM

Please note that the **University of Montana** now uses a ***Plus/Minus grading system***. That is, you can receive an A, A-, B+, B, B- and so on. There is not an A+ in the scale and the system was implemented in the **Fall 2004 Semester**.

To accommodate the ***Plus/Minus system*** a new grading scale will be used. In **PSc 501** grades will be assigned based on the following grading scale. This scale and system is more complex than the system used in the past but rewards As only to those students whose performance in the class is "exceptional."

<b>Grade</b>	<b>Point Scale</b>	<b>Point Range</b>	<b>GPA</b>
A	93-100	8 points	4.00
A-	90-92	3 points	3.67
B+	87-89	3 points	3.33
B	83-86	4 points	3.00
B-	80-82	3 points	2.67
C+	77-79	3 points	2.33
C	73-76	4 points	2.00
C-	70-72	3 points	1.67
D+	67-69	3 points	1.33
D	63-66	4 points	1.00
D-	60-62	3 points	.67
F	59 or lower	N/A	0.00

### Paper

Select one of the following assignments and write a five-page paper. The papers are due on Monday, December 5.

Provide a statement of your personal code of ethics. Include at

least 5 principles in your statement and give an explanation and justification for each of these principles derived from your reading of the pertinent literature, and the discussions in class.

Select the three (3) concepts that you find most useful or interesting that were included in the course. Write a paper describing why you feel the concepts are so important.

*These papers will be discussed on December 5.*

### Article Critique Guidelines

The Shafritz and Hyde text contains a variety of articles that will be assigned to students on the first day of class. Part of designated classes will be used for brief oral summaries of the assigned articles. The articles will be assigned to "individual students" and a written summary should be prepared to hand out to the class. The critiques constitute part of the participation grade, which is 20 percent of one's final grade. *All students are expected to read all of the assigned articles for each class but only have to prepare a written critique for their pre-assigned article. This year the number of articles assigned in Classics of Public Administration has been significantly reduced.*

Each student is responsible to have thoroughly read the article, be prepared to present an overview of the article, and be prepared to respond to questions from the instructor and the class. The total time of the presentation should be no longer than 5 minutes. There are some specific questions one should consider while reading the article and developing a summary.

1. What is the major subject and theme of the article?
2. What is the major question the author addresses?
3. What techniques, tools of analysis, or methods are employed by the author to answer the question? *(This may not be applicable to all articles).*
4. What major points does the author make?
5. What does the author conclude? What suggestions are made?
6. What is the relevance of the article to theory or practice?

[Click here](#) for a sample **Article Summary**

### James Q. Wilson's book, *Bureaucracy*.

All students are required to read James Q. Wilson's, *Bureaucracy*. We will discuss the book on November 21.

### Exam

There will be a formal, written exam on December 12. [Click here](#) for a general study guide.

**NOTE: The University will be closed for several legal holidays during the Fall 2005 Semester:**

**Monday, September 5 (*Labor Day*)**

**Thursday, November 11 (*Veterans Day*)**

**Wednesday through Friday, November 23, 24, 25 (*Thanksgiving Holiday*)**

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## **READING ASSIGNMENTS AND CLASS OUTLINE**

**Session 1 Introduction -- No Readings (August 29)**

**No class on Monday, September 5 -- Labor Day**

**Session 2 The Search for the Scope and Purpose of Public Administration (September 12)**

**Stillman:** Chapter 1

"The Study of Administration" by Wilson \_\_\_\_\_

"The Study of Public Administration in the United States" by Stillman \_\_\_\_\_

Case Study: "The Blast in Centralia No. 5" by Martin

"Five Great Issues in the Profession of Public Administration" by Brian Fry (On Reserve) \_\_\_\_\_

**Greene:** Chapters 1 and 2, Introduction to Public Administration and An Overview and History of the Discipline

**Shafritz and Hyde:**

"Public Administration and the Separation of Powers" by Rosenbloom \_\_\_\_\_

**PART ONE: The Pattern of Public Administration in America: Its Environment, Structure, and People**

**Session 3 The Formal Structure: The Concept of Bureaucracy (September 19)**

**Stillman:** Chapter 2

"Bureaucracy" by Weber \_\_\_\_\_

Case Study: "How Kristin Died" by Lardner

**Greene:** Chapter 3, The Bureaucracy

**Shafritz and Hyde:**

"Street-Level Bureaucracy: The Critical Role of Street-Level Bureaucrats" by Lipsky \_\_\_\_\_

"The Life Cycle of Bureaus" by Downs \_\_\_\_\_

"Organizations of the Future" by Bennis \_\_\_\_\_

**Session 4 The General Environment: The Concept of Ecology (September 26)**

**Stillman:** Chapter 3

"The Ecology of Public Administration" by Gaus \_\_\_\_\_

Case Study: "Dr. Helene Gayle and the AIDS Epidemic," by Riccucci

**Shafritz and Hyde:**

"Government is Different" by Appleby \_\_\_\_\_

"Scientific Management" by Taylor \_\_\_\_\_

**The Political Environment: The Concept of Administrative Power**

**Stillman:** Chapter 4

"Power and Administration" by Long \_\_\_\_\_

Case Study: The Columbia Accident by Casamayou

**Shafritz and Hyde:**

"Democracy and the Public Service" by Mosher \_\_\_\_\_

"The End of Liberalism: The Indictment" by Lowi \_\_\_\_\_

**Session 5 Intergovernmental Relations: The Concept of IGR as Interdependence, Complexity, and Bargaining (October 3)**

**Stillman:** Chapter 5

"American Intergovernmental Relations: An Overview" by O'Toole \_\_\_\_\_

Case Study: "Wichita Confronts Contamination" by Rosegrant

**Shafritz and Hyde:**

"Understanding Intergovernmental Relations" by Wright \_\_\_\_\_

**Session 6 Internal Dynamics: The Concept of the Informal Group (October 10)**

**Stillman:** Chapter 6

"Hawthorne and the Western Electric Company" by Mayo \_\_\_\_\_

Case Study: "American Ground: Unbuilding the World Trade Center," by Langewieche

**Shafritz and Hyde:**

"Understanding Organizational Culture" by Ott \_\_\_\_\_

**Key Decision-Makers Inside Public Bureaucracy: The Concept of Competing Bureaucratic Subsystems**

**Stillman:** Chapter 7

"Inside Public Bureaucracy" by Stillman \_\_\_\_\_

Case Study: "The Decision to Go to War with Iraq," by Pfiffner

**Greene:** Chapter 4, Organizational Theory and Behavior (*Note this chapter will be used several times*)

**PART TWO: The Multiple Functions of Public Administrators: Their Major Activities, Responsibilities, and Roles.**

**Session 7 Decision-Making: The Concept of Incremental Choice (October 17)**

**Stillman:** Chapter 8

"The Science of Muddling Through" by Lindbloom \_\_\_\_\_

Case Study: "The MOVE Disaster" by Nagel

**Executive Management: The Concept of Effective Public Organizations**

**Stillman:** Chapter 10

"Galloping Elephants: Developing Elements of a Theory of Effective Government Organization" by Rainey and Steinbauer \_\_\_\_\_

Case Study: "The Lessons from ValuJet 592" by Langewiesche

**Greene:** Chapter 4, Organizational Theory and Behavior

**Session 8 Public Personnel Motivation: The Concept of the Public Service Culture (October 24)**

**Stillman:** Chapter 11

"The Public Service Culture" by Wise \_\_\_\_\_

Case Study: "Who Brought Bernadine Healy Down?" by Sontag

**Greene:** Chapter 5, Personnel Administration

**Shafritz and Hyde:**

"A Theory of Motivation" by Maslow \_\_\_\_\_

"The Human Side of Enterprise" by McGregor \_\_\_\_\_

"Representative Bureaucracy" by Krislov \_\_\_\_\_

**Session 9 Public Budgeting: The Concept of Budgeting as Political Choice (October 31)****Stillman:** Chapter 12

"The Politics of Public Budgets" by Rubin \_\_\_\_\_

Case Study: "Wisconsin's Budget Deficit," by Conant

**Shafritz and Hyde:**

"The Lack of a Budgetary Theory" by Key \_\_\_\_\_

"Public Budgeting Amidst Uncertainty and Instability" by Caiden \_\_\_\_\_

**Greene:** Chapter 6, Public Budgeting**PART THREE: Enduring and Unresolved Relationships: Central Value Questions, Issues, and Dilemmas of Contemporary Public Administration****Session 10 The Relationship Between Politics and Administration: The Concept of Issue Networks (November 7)****Stillman:** Chapter 14

"Issue Networks and the Executive Establishment" by Helco \_\_\_\_\_

Case Study: "Reinventing School Lunch: Transforming a Food Policy into a Nutrition Policy" by Sims

**The Relationship Between Bureaucracy and the Public Interest: The Concept of Public Sector Deregulation****Stillman:** Chapter 15

"Bureaucracy and the Public Interest" by Wilson \_\_\_\_\_

Case Study: "The Human Genome Project," by Lambright

**Shafritz and Hyde:**

"Public Administration and the Public Interest" by Herring \_\_\_\_\_



**Greene:** Chapter 7, Public Policy

**Session 11 The Relationship Between Ethics and Public Administration: The Concept of Ethical Obligations** (November 14)

**Stillman:** Chapter 16

"Public Administration and Ethics: A Prologue to a Preface" by Waldo \_\_\_\_\_

Case Study: "The Case of the Butterfly Ballot," by Montjoy and Slaton

**ASPA Code of Ethics** (Handout)

**Greene:** Chapter 9 Ethics in Public Administration

**Shafritz and Hyde:**

"Watergate: Implications for Responsible Government" Mosher \_\_\_\_\_

"The Possibility of Administrative Ethics" by Thompson \_\_\_\_\_

**Session 12 Discussion of James Q. Wilson's *Bureaucracy*** (November 21)

This class will focus entirely on Wilson's book. Chapters will be assigned to individuals.

- Chapter 1 Armies, Prisons, and Schools \_\_\_\_\_
- Chapter 2 Organization Matters \_\_\_\_\_
- Chapter 3 Circumstance \_\_\_\_\_
- Chapter 4 Beliefs \_\_\_\_\_
- Chapter 5 Interests \_\_\_\_\_
- Chapter 6 Culture \_\_\_\_\_
- Chapter 7 Constraints \_\_\_\_\_
- Chapter 8 People \_\_\_\_\_
- Chapter 9 Compliance \_\_\_\_\_
- Chapter 10 Turf \_\_\_\_\_
- Chapter 11 Strategies \_\_\_\_\_
- Chapter 12 Innovation \_\_\_\_\_
- Chapter 13 Congress \_\_\_\_\_
- Chapter 14 Presidents \_\_\_\_\_
- Chapter 15 Courts \_\_\_\_\_
- Chapter 16 National Differences \_\_\_\_\_
- Chapter 17 Problems \_\_\_\_\_
- Chapter 18 Rules \_\_\_\_\_
- Chapter 19 Markets \_\_\_\_\_
- Chapter 20 Bureaucracy and the Public Interest \_\_\_\_\_

**Session 13 Issues in Government Performance** (November 28)

This session will focus on a variety of issues related to how government performs its duties. The only readings assigned will be Chapter 8 (Greene).

**Greene:** Chapter 8, Government Performance

**Session 14 Papers due and brief discussion of papers. There will also be a review session for the exam, if needed (December 5)**

**Session 15 Exam (December 12) *This is the first day of Exam Week***

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Major Terms Guide

Link to Governing Magazine

Major Periods in the Development of Public Administration (*This document is in Adobe Acrobat format. A version of this table is included in **Public Administration in the New Century** in Chapter 2)*

American Society for Public Administration (ASPA)

American Society for Public Administration Code of Ethics (*Needed for Session 11*)

*PSc 501 Public Administration Fall 2005 - Posted January 2005 - This is a preliminary syllabus subject to be change before the fall semester*

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