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PSC 361.01: Public Administration

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Political Science 361
Public Administration
Fall 2003-2004

Peter Koehn
LA 416 x5294
Ofc hrs: TTH 10:00-11:00,
12:30-1:30; and 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 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, each student is responsible for individual writing projects that apply useful approaches and research findings to challenging organizational situations.

- 15% Budget cuts exercise (* 16 Sept)
- 10% Debate (various dates)
- 30% Student's own case presentation & *analysis* (6 Nov & 2 Dec)
- 20% Class participation (cases, complex cases, class contributions)
- 25% Written analysis of "Demise of Policy & Review" (** 11 Dec)

Late papers will be penalized by one – in grade. (e.g., from B+ to B) for each scheduled class that passes without submission. For pass/not pass grading, students must attain an overall grade of C- to receive a "P."

Course Outline and Assignments

2, 4, 9

11 Sept **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, 186-195
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)

16, 18 Sept. **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"

23 Sept. **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)

25, 30 Sept. **IV. Public and Private Administration**

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

2, 7, 9 Oct. **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" e-res
5. Lohr, "'Cubes' Vie with 'Caves' in Offices" e-res
6. "A Positive Stroke Goes Awry" PLUS "Manage e-mail;" "Wired, Frazzled"
7. Mattick, "Multitasking"

14 Oct. **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)
4. "The *Challenger* Shuttle Disaster" (G,S,W, pp. 184-186) PLUS "Sociology, not Engineering" CC

16, 21, 23 Oct. **VII. Ethics and Public Administration**

1. Whetton & Cameron, "To Ship or Not to Ship"
2. Garvey, "HIV Testing" CC PLUS "Medical Panel Urges"; "Wave of Laws"; "Notification of Partner"
3. "HIV and Employee Rights" (G,S,W, pp. 150-152)
4. "Ann's Dilemma" (G,S,W, pp. 60-62) PLUS "Court Backs" (e-res); "State: We Can Open"; "Minding Everyone's Business"
5. "Ethics Task Force" exercise
6. James, "Sexual Harassment"
7. "Carl the Ripper" (G,S,W, pp. 197-199)
8. Bachand, "Devil with the Red Dress on" PLUS "Male Guard" e-res
9. Smith, "Ferment at the Met Lab" CC PLUS "Day After Trinity" film -90 min

4 Nov Video: *Valuing Diversity* (VT03762-1) PLUS Stafford, "Minorities Leaving Jobs"; Schmidt, "Debating the Benefits of Affirmative Action" ('01)

6 Nov Your case due

28, 30 Oct

4,6,13,18 Nov **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. "Conflicts on the Human Services Coordination Team" r/p (G,S,W, p.200-206)
6. Fugleberg, "Nightmare in the American Heartland"
7. "Mixed Effects of a Demonstration Project" (G,S,W, pp. 129-138) CC
8. "Interviewer Hints"; "Interviewing"; "Look, Listen, & Connect"
9. Yeager, "Equal Employment Opportunity" role play (r/p) CC
10. "A Supervisor for Unit II" r/p (G,S,W, pp. 141-143)
11. Gage, "Help Wanted" r/p
12. "Jayne's Baby"
13. "Who Staffs the Hospital?" (G,S,W, pp. 46-50)

14. Koehn, "Red Schwinn"
15. Dubnick, "A Trashy Situation" r/p CC

2 Dec Analysis of your case due

20,25 Nov

2, 4 Dec **IX. Management, Leadership & Supervision; Employee Motivation**

1. Shafritz and Russell, pp. 298-305, 333-340
2. Stafford, "In Managers, People Skills ..."
3. Garvey, "Helping the Homeless" CC
4. Meyer and Brown, "It's Not Easy at the Top"
5. "Making of a Corrections Officer" (G,S,W, pp. 207-212)
6. Habbe, "Downward Denied"
7. "Thompson's Time Management" (G,S,W, pp. 82-86) PLUS Dobrzynski, "Should I Have Left an Hour Earlier?"
8. "For Better or Worse" PLUS "Relocations"
9. "One Supervisor's Analysis" (G,S,W, pp. 229-231)
10. "An Office Romance" r/p (G,S,W, pp. 193-196) PLUS "Office Romance"; "Attorney General Issues" e-res

11 Dec ** Analysis of Koehn, "Demise of Policy and Review" due

9, 11 Dec. **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" CC PLUS "BIA Officials Take Over" (2003); "BIA Welcomed in Browning" (2003); "Competing Police" (2003)

15 Dec

(3:20-5:20) **XI. Class Case Studies**

- 1.
- 2.
- 3.