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PSC 361.01: Public Administration

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Political Science 361
Public Administration
Fall 2001-2002

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 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) J. Shafritz and E. Russell, *Introducing Public Administration*, 2nd edition, Longman, 2000. {S&R}
- (2) R. Golembiewski, J. Stevenson, & M. White. *Cases in Public Management* (5th edit). F.E. Peacock, 1997. {G,S,W}
- (3) 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 (* 18 Sept)
- 10% Debate
- 30% Student's own case presentation & analysis (13 Nov & 29 Nov)
- 25% Written analysis of "Demise of Policy & Review" (** 11 Dec)
- 20% Class participation

Course Outline and Assignments

4,6 Sept **I. Introduction to Public Service and U.S. Public Administration**

11,13 Sept

1. S&R, Chpts. 1,2,3 (pp. 80-114),12
2. Kettl, "Transformation of Governance" (2000)
3. Light, *True Size of Government* (1999), pp. 1-9, 176-179, 184-195
4. Levine, "More on Cutback Management"
5. * "*Budget Cuts*" (G,S,W, pp. 30-31 as amended)

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"

20,25 Sept. **III. Democratic Accountability v. Administrative Discretion**

1. S&R, pp. 342-351
2. Kaufman, "Major Players: Bureaucracies in American Government" (2001)
3. Dolan, "Influencing Policy at the Top of the Federal Bureaucracy" (2000)

27 Sept **IV. Public and Private Administration**

2 Oct

1. S&R, pp. 114-125, Chpt 7
2. Haque, "Diminishing Publicness of Public Service"
3. "A Zealous City Employee" (G,S,W, pp. 53-57)
4. "Midvalley Recreation Department"
5. Gayhart, "Joe's Dilemma"

4,9 Oct **V. Organization Theory, Design, and Communication**

11,16 Oct

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

18 Oct

8. *Valuing Diversity* video 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" (2001)
9. "Conflicts on the Human Services Coordination Team" r/p (G,S,W, p.200-206)

23 Oct

VI. Decision Theory and Policy Implementation

1. Garvey, "Backward and Forward Mapping" (pp. 462-468)
2. "Keep a 2x4 Behind Your Desk" (G,S,W, pp. 220-223)
3. "The *Challenger* Shuttle Disaster" (G,S,W, pp. 184-186) CC

25, 30 Oct

VII. Ethics and Public Administration

1 Nov

1. S & R, Chpt 14
2. Whetton & Cameron, "To Ship or Not to Ship"
3. Garvey, "HIV Testing" CC PLUS "Medical Panel Urges"; "Wave of Laws"; "Notification of Partner"
4. "HIV and Employee Rights" (G,S,W, pp. 150-152)
5. "Ann's Dilemma" (G,S,W, pp. 60-62) PLUS "Court Backs"; "State: We Can Open"; "Minding Everyone's Business"
6. "Ethics Task Force" exercise
7. James, "Sexual Harassment"
8. "Carl the Ripper" (G,S,W, pp. 197-199)
9. Bachand, "Devil with the Red Dress on" PLUS "Male Guard"
10. Smith, "Ferment at the Met Lab" CC PLUS "Day After Trinity" film

13 Nov

Your case due

6, 8 Nov

VIII. Personnel Administration

13, 15, 20 Nov

1. S & R, Chpt 10, 11
2. Meyer and Brown, "Personnel Dilemma: Terminate or Retain"
3. Artley, "Rose Winn Doesn't Win"
4. Blackwell, "The Power of the CIP"
5. "Mixed Effects of a Demonstration Project" (G,S,W, pp. 129-138) CC PLUS "Team Hiring"
6. "Interviewer Hints" & "Interviewing"
7. Yeager, "Equal Employment Opportunity" **role play (r/p) CC**
8. "A Supervisor for Unit II" r/p (G,S,W, pp. 141-143)
9. Gage, "Help Wanted" r/p
10. "Jayne's Baby"
11. "Middle Management Ignored" (G,S,W, pp. 41-45)
12. "Who Staffs the Hospital?" (G,S,W, pp. 46-50)

13. "Stop Having Birthdays" (G,S,W, pp. 224-227)
14. Koehn, "Red Schwinn"
15. Dubnick, "A Trashy Situation" r/p CC

29 Nov Analysis of your case due

27,29 Nov IX. Management, Leadership & Supervision; Employee Motivation
4,6 Dec

1. S & R, Chpt 8, 9
2. Stafford, "In Managers, People Skills ..."
3. Lohr, "Making Cars the Volvo Way"
4. Garvey, "Helping the Homeless" CC PLUS "City Told to Stop"
5. Meyer and Brown, "It's Not Easy at the Top" PLUS "Gore Dots i's that Bush Leaves to Others"
6. "The Outsider" (G,S,W, pp. 78-81)
7. "Making of a Corrections Officer" (G,S,W, pp. 207-212)
8. "Thompson's Time Management" (G,S,W, pp. 82-86) PLUS Dobrzynski, "Should I Have Left an Hour Earlier?" & "A Little Burping"
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"

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

11, 13 Dec X. Public Administration in Comparative 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"

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

- 1.
- 2.
- 3.