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PSC 501.50: Public Administration

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PSc 501 Online Public Administration Syllabus

Master of Public Administration Program

Spring 2006 Online Class

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E-mail: jeffrey.greene@umontana.edu

Office: LA 356 / Office Hours: T,Th, 2 - 2:30 p.m.
(Usually in office from 11 a.m. - 5 p.m. Monday through Friday, except when in class)

PSc 501 is open to graduate students from any graduate program at UM and to undergraduates that are seniors with a 3.0 GPA.

The online version of PSc 501 begins on January 25 and ends April 26

Click here to log onto Blackboard

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

Assessment of these competencies will be based on evaluating contributions to discussions on the Discussion Board, five article summaries, and two papers (described below).

REQUIRED TEXTS: There are 4 required books

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

Public Administration in the New Century by Jeffrey Greene
Bureaucracy by James Q. Wilson

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

COURSE REQUIREMENTS and STRUCTURE

The requirements for the class includes reading James Q. Wilson's Bureaucracy, writing five article summaries from Classics of Public Administration, and writing two five-page papers (described below). The structure of the course is 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 completing the course, students should understand the major concepts of public administration included in this course.

Grade Weights

<table>
<thead>
<tr>
<th>Paper 1 ..................</th>
<th>Ethics Paper</th>
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<tr>
<td>...30%</td>
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<table>
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<tr>
<th>Paper 2 ..................</th>
<th>Three Concepts Paper</th>
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<tr>
<td>30%</td>
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<table>
<thead>
<tr>
<th>Article Summaries ....20%</th>
<th>Summaries from Shafritz and Hyde reader, Classics of Public Administration</th>
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</thead>
<tbody>
<tr>
<td>Participation .............</td>
<td>.20%Based on participation in the Discussion Board</td>
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* Note: You can select articles for your summaries from other sources, such as Governing Magazine or other publications. Also, you can use either the 4/e or 5/e of Shafritz and Hyde for this class.

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.

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."

<table>
<thead>
<tr>
<th>Grade</th>
<th>Point Scale</th>
<th>Point Range</th>
<th>GPA</th>
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<tbody>
<tr>
<td>A</td>
<td>93-100</td>
<td>8 points</td>
<td>4.00</td>
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<tr>
<td>A-</td>
<td>90-92</td>
<td>3 points</td>
<td>3.67</td>
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<tr>
<td>B+</td>
<td>87-89</td>
<td>3 points</td>
<td>3.33</td>
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<tr>
<td>B</td>
<td>83-86</td>
<td>4 points</td>
<td>3.00</td>
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<tr>
<td>B-</td>
<td>80-82</td>
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<tr>
<td>D+</td>
<td>67-69</td>
<td>3 points</td>
<td>1.33</td>
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<tr>
<td>D</td>
<td>63-66</td>
<td>4 points</td>
<td>1.00</td>
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Papers

Write a five-page paper on the following assignments. The papers are due the last session.

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. Also discuss whether you believe that a person's personal ethical code every clashes with organizational ethics and expectations. Some believe that two sets of standards exist -- one's personal ethics and organizational ethics. Others argue that the same set of ethical standards should apply and work in organizational settings. Thus, do you believe that there are two sets of ethical standards? Is it possible for the same set of ethics used in our personal lives to be applicable to organizations in which we work?

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.

Article Summary Guidelines

The Shafritz and Hyde text contains a variety of articles. You are free to select any five (5) articles that you like. You may also select articles from other sources, such as Governing Magazine or other publications. The summaries constitute 20 percent of one's final grade.

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


All students are required to read James Q. Wilson's, *Bureaucracy*. The book will be discussed on the last Discussion Board.

Exam

There is not a formal, written exam in the online version of PSc 501.

Discussion Board *** IMPORTANT NOTE ***

Please note that a number of questions will appear each week on the Discussion Board. Students are only required to respond to three (3) questions. Sometimes there may be 7 or 8 questions included, but you only have to respond to three. You may respond to more questions if you like, but it is not required.

Academic Misconduct

The Provost requires that this statement be placed on all syllabuses at the University of Montana effective the Spring 2006 Semester

*All students must practice academic honesty. Academic misconduct is subject to an academic penalty by the course instructor and/or a disciplinary sanction by the University.*

*All students need to be familiar with the Student Conduct Code. The Code is available for review online at: http://www.umt.edu/SANPSA/index.cfm/page/1321*

NOTES: The University will be closed for several legal holidays during the Spring 2006 Semester. These holidays typically do not affect online classes, but Spring Break is March 27-31.

Also, I will be out of town at the Annual Meeting of the Western Political Science Association from March 16-18. Thus, the response to the Discussion Board will be delayed that week.

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**READING ASSIGNMENTS AND CLASS OUTLINE**

**Session 1 The Search for the Scope and Purpose of Public Administration** (January 25; work is due February 1)

**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

**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 2 The Formal Structure: The Concept of Bureaucracy** (February 1; work is due February 8)

**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 3 The General Environment: The Concept of Ecology** (February 8; work is due February 15)

**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 4 Intergovernmental Relations: The Concept of IGR as Interdependence, Complexity, and Bargaining (February 15; work is due February 22)

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 __________

Article about New Orleans

Many point to Hurricane Katrina, New Orleans, and the Gulf Coast as a perfect example of weaknesses and failures in federalism and intergovernmental relations. I enjoyed reading the following article about New Orleans and Katrina. A case study about Hurricane Katrina and New Orleans will likely appear in the next Stillman text. I would be surprised if it did not appear. This article, from City Journal, is an interesting account of New Orleans. It is called "Who is killing New Orleans," by Nicole Gelinas. Click here for an copy of the article in Adobe Acrobat, or click this link to go directly to the article at City Journal. http://www.cityjournal.org/html/15_4_new_orleans.html

Session 5 Internal Dynamics: The Concept of the Informal Group (February 22; work is due March 1)

Stillman: Chapter 6

"Hawthorne and the Western Electric Company" by Mayo __________

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

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 6 Decision-Making: The Concept of Incremental Choice (March 1; work is due March 8)

Stillman: Chapter 8

"The Science of Muddling Through" by Lindblom

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 7 Public Personnel Motivation: The Concept of the Public Service Culture (March 8; work is due March 15)

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 8 Public Budgeting: The Concept of Budgeting as Political Choice** (March 15; work is due March 22)

**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 9 The Relationship Between Politics and Administration: The Concept of Issue Networks** (March 22; work is due April 5)  
*March 27 - March 31 is Spring Break at the University of Montana*

**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 10 The Relationship Between Ethics and Public Administration: The Concept of Ethical Obligations (April 5; work is due April 12)

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 (There is a link at the bottom of the syllabus to the most current version of ASPA's Code of Ethics)

Greene: Chapter 9 Ethics in Public Administration.

Shafritz and Hyde:

"Watergate: Implications for Responsible Government" Mosher _________

"The Possibility of Administrative Ethics" by Thompson _________

An interesting document involving socially responsible investing is found at http://www.acir.yale.edu/ This is a document produced by an advisory board at Yale about 35 years ago. The document included input from a very famous public administration professor, Charles Lindbloom.

Session 11 Discussion of James Q. Wilson's Bureaucracy (April 12; work is due April 19)

The class will focus entirely on Wilson's book. The chapters included in Wilson's book are shown below.

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 12 All work is due** (April 19; work is due April 26)

No new work is assigned for this week. All papers and article summaries are due this week. This session provides a week, without any readings assigned, to complete the written assignments.

Also, please complete a course evaluation and send it to Mrs. Edwards. (*See Announcements on Blackboard*).

All papers and materials will be returned by May 2.

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**Major Terms Guide** (This document is used as a study guide for the exam. There is NOT an exam in the online version of the class)

- Link to Governing Magazine
- American Society for Public Administration (ASPA)
- American Society for Public Administration Code of Ethics (*Needed for Session 10*)

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