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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 2004 Online Class

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

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 28 and ends April 28

[Click Here to login into Blackboard](#)

COURSE DESCRIPTION & OBJECTIVES

This online 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 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

Public Administration: Concepts and Cases (7th Edition) by Stillman

Classics of Public Administration (4th Edition) edited by Shafritz & Hyde

Bureaucracy by James Q. Wilson

*All students are expected to read **Bureaucracy** during the semester.*

COURSE REQUIREMENTS and STRUCTURE

The requirements for the class include a comprehensive final exam and writing a five-page paper, which is described below. 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 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

Paper	(50%)	(Due April 28 ; will be returned the next week)
Article Critiques and Book Report	(30%)	(Written article summaries from five articles of your choice from <i>Classics of Public Administration</i> and a 5-page book critique of James Q. Wilson's, <i>Bureaucracy</i> , which are due April 28).
Participation	(20%)	(Based on quality of participation in the Discussion Board. Students must respond to at least three questions each week. Bear in mind that this does not mean to simply post an answer; you can "discuss" the material online).

Discussion Board

Each lesson contains several questions. Students are expected to respond to at least three (3) questions each week on the **Discussion Board**. This is the participation grade for the online course.

Paper

Select one of the following assignments and write a five-page paper. The papers are due on April 7.

Provide a statement of your personal code of ethics. Include your top principles in your statement and give an explanation and justification for each of these principles. Do your personal ethics ever clash with organizational ethics? The lesson on **Ethics** should help answer this question.

Select the three 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 Critique Guidelines

The Shafritz and Hyde text contains a variety of articles that are assigned to all students. Each student is expected to select five (5) articles from the Classics book and write a article summaries (or critiques) on each article. These may be sent to the instructor at any time during the semester, or all five article summaries may be sent on April 7. Examples of the article critiques can be found at links provided later in this section.

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?
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**.

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

You should use a "summary" format for the five summaries. The abstract example is used in some versions of PSc 501. It is shown here to illustrate the difference between a summary (one or two pages) and an abstract (no more than two paragraphs). The summaries are due **April 28**.

Exam

There will be no formal, written exam.

Spring Break: Note that spring break at UM is **March 29 - April 2**. There will not be a session during this week. I will be attending the Annual Meeting of the Western Political Science Association in Portland.

READING ASSIGNMENTS AND CLASS OUTLINE

(January 28 - April 28)

Session 1 The Search for the Scope and Purpose of Public Administration (February 4; this is the day the work is due)

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

Shafritz and Hyde:

"Toward a New Public Administration" by Frederickson

"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 11)**

Stillman: Chapter 2

"Bureaucracy" by Weber

Case Study: "How Kristin Died" by Lardner

Shafritz and Hyde:

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

"The Life Cycle of Bureaus" by Downs

"Breaking Through Bureaucracy" by Barzelay and Armajani

"Organizations of the Future" by Bennis

"Bureaucratic Structure and Personality" by Merton

Session 3 The General Environment: The Concept of Ecology (February 18)

Stillman: Chapter 3

"The Ecology of Public Administration" by Gaus

Case Study: "Dumping \$2.6 Million on Bakersfield" by Aron

Shafritz and Hyde:

"Government is Different" by Appleby

"Scientific Management" by Taylor

"Reinventing Government" by Kettl

The Political Environment: The Concept of Administrative Power

Stillman: Chapter 4

"Power and Administration" by Long

Case Study: No case study assigned

Shafritz and Hyde:

"Politics and Administration" by Goodnow

"Administrative Decentralization and Political Power" by Kaufman

"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 25)

Stillman: Chapter 5

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

Case Study: "Wichita Confronts Contamination" by Rosegrant

Shafritz and Hyde:

"The American System" by Grodzins

"Understanding Intergovernmental Relations" by Wright

Session 5 Internal Dynamics: The Concept of the Informal Group (March 3)

Stillman: Chapter 6

"Hawthorne and the Western Electric Company" by Mayo

Case Study: "Uniforms in the Closet" by Egan

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 Bomb the Serbs" by Sciolina and Bronner

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

Session 6 Decision-Making: The Concept of Incremental Choice (March 10)**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

Session 7 Public Personnel Motivation: The Concept of the Public Service Culture (March 17)**Stillman:** Chapter 11

"The Public Service Culture" by Wise

Case Study: "Admiral Boorda's War" by Boyer

Shafritz and Hyde:

"A Theory of Motivation" by Maslow

"The Human Side of Enterprise" by McGregor

"Representative Bureaucracy" by Krislov

"Changing Work, Changing Workforce, Changing Expectations" by Ingraham

Session 8 Public Budgeting: The Concept of Budgeting as Political Choice (March 24)**Stillman:** Chapter 12

"The Politics of Public Budgets" by Rubin

Case Study: "County Prison Overtime" by Mills

Shafritz and Hyde:

"The Lack of a Budgetary Theory" by Key

"Organizational Decline and Cutback Management" by Levine

"Rescuing Policy Analysis from PPBS" by Wildavsky

"Public Budgeting Amidst Uncertainty and Instability" by Caiden

PART THREE: Enduring and Unresolved Relationships: Central Value Questions, Issues, and Dilemmas of Contemporary Public Administration

Spring Break at UM is March 29 - April 2 (No Class this week)

Session 9 The Relationship Between Politics and Administration: The Concept of Issue Networks (April 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: "But No Cigar: How a Rescue Mission Failed, Just Barely, in Orange County" by Jereski

Shafritz and Hyde:

"Public Administration and the Public Interest" by Herring

"Reinventing Government" by Kettl

"Exploring the Limits of Privatization" by Moe

Session 10 The Relationship Between Ethics and Public Administration: The Concept of Ethical Obligations (April 14)

Stillman: Chapter 16

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

Case Study: "Madonna's Sex" by Morgan

ASPA Code of Ethics <http://www.aspanet.org/ethics/coe.html> (*This is ASPA's Code of Ethics on their website*)

Shafritz and Hyde:

"Watergate: Implications for Responsible Government" Mosher

"The Possibility of Administrative Ethics" by Thompson

Session 11 Discussion of James Q. Wilson's book, *Bureaucracy*. (April 21)

Note that all Papers, Book Report, and Five Article Summaries Due are due next week -- April 28

Session 12 Papers, Book Report, and Five Article Summaries Due (April 28) Please make sure that you have sent a course evaluation to Mrs. Edwards by **April 28**. Click on this link for a copy of the course evaluation. <http://www.umt.edu/polsci/OnlineCourseEvaluation.htm>

Major Terms Guide

Link to Governing Magazine

Major Periods in the Development of Public Administration (*This document is in Adobe Acrobat format*)

American Society for Public Administration (ASPA)

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Return to Professor Greene's Home Page

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