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PSC 361.01: Public Administration

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Political Science 361
Public Administration
Summer 2000

Peter Koehn
LA 416 x5294
Ofc hrs 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, 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) Fac pac 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 relevant theories and research findings to challenging situations in public administration.

- 20%** Budget cuts analysis (***30 May**)
- 10%** Short written case analysis (* **5 June or 16 June**)
- 30%** Student's own case & analysis (**12 June & 19 June**)
- 20%** Debate
- 20%** Class participation

Course Outline and Assignments

May 22-24 **I. Introduction to Public Administration in the United States**

1. Nicholas Henry, *Public Administration and Public Affairs*, Chpts 1, 2
2. Levine, "More on Cutback Management"
3. * "**Budget Cuts**" (G,S,W, pp. 30-31 as amended)

May 25-26 **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"

May 30 **III. Public and Private Administration**

1. "A Zealous City Employee" (G,S,W, pp. 53-57)

May 31-June 1 **IV. Organization Theory, Design, and Communication**

1. "A Positive Stroke Goes Awry" PLUS "Manage e-mail"
2. "Replacement of Key Personnel"
3. "The Electronics Stock Control Group"

June 2 4. * **"Two Models for Organizing"**

5. "Mydans, "Pressure for English-only Job"
6. Greenhouse, "Appeal to Save English-only Law Fails"
7. Stafford, "Minorities Leaving Jobs"

June 5 **V. Decision Theory and Policy Implementation**

1. "Keep a 2x4 Behind Your Desk" (G,S,W, pp. 220-223)
2. "The *Challenger* Shuttle Disaster" (G,S,W, pp. 184-186)

June 6-9 **VI. Ethics and Public Administration**

1. Whetton & Cameron, "To Ship or Not to Ship"
2. "HIV and Employee Rights" (G,S,W, pp. 150-152)
3. "Ann's Dilemma" (G,S,W, pp. 60-62) PLUS "Court Backs"; "State: We Can Open"; "Minding Everyone's Business"
4. James, "Sexual Harassment"
5. "Carl the Ripper" (G,S,W, pp. 197-199)
6. Bachand, "Devil with the Red Dress on" PLUS "Male Guard"
7. Smith, "Ferment at the Met Lab" PLUS "Day After Trinity" film

June 12 Your case due

June 12- 15 **VII. Personnel Administration**

1. Meyer and Brown, "Personnel Dilemma: Terminate or Retain"
2. Artley, "Rose Winn Doesn't Win"

3. "Interviewer Hints" & "Interviewing"
4. Yeager, "Equal Employment Opportunity" **role play (r/p)**
5. "A Supervisor for Unit II" **r/p** (G,S,W, pp. 141-143)
6. Gage, "Help Wanted" **r/p**
7. "Jayne's Baby"
8. "Middle Management Ignored" (G,S,W, pp. 41-45)
9. * "Who Staffs the Hospital?" (G,S,W, pp. 46-50)
10. "Stop Having Birthdays" (G,S,W, pp. 224-227)
11. Koehn, "Red Schwinn"
12. Dubnick, "A Trashy Situation" **r/p**

June 16-21 **VIII. Management, Leadership & Supervision; Employee Motivation; Public Service**

1. G. Garvey, "Making the Human Connection"
2. Stafford, "In Managers, People Skills ..."
3. Lohr, "Making Cars the Volvo Way"
4. Mattelin, "Blankety, Blank, Blank"
5. "The Outsider" (G,S,W, pp. 78-81)
6. "Making of a Corrections Officer" (G,S,W, pp. 207-212)
7. "Thompson's Time Management" (G,S,W, pp. 82-86) PLUS Dobrzynski, "Should I Have Left an Hour Earlier?"
8. Meyer and Brown, "It's Not Easy at the Top"
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"
13. Allen, "Electronic Mail: Invasion of Privacy?"
14. Koehn, "The Demise of Policy & Review"

June 19 Analysis of your case due

June 22 **IX. 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"

June 23 **X. Class Case Studies**

Debate Topics

	<u>Date</u>	<u>Topic</u>
(1)	24 May	<i>The tax revolt is over in the United States. People want increased spending on public goods -- especially education.</i>
(2)	25 May	<i>Public administrators should only implement, not make, policies.</i>
(3)	30 May	<i>Public and private administration are fundamentally alike in all unimportant respects.</i>
(4)	31 May	<i>Bureaucracy is the most superior form of organization for the 21st Century.</i>
(5)	1 June	<i>'Cubes' are a superior form of workplace layout for most U. S. public administrators.</i>
(6)	7 June	<i>Verbal harassment and bullying on the job should be treated in the same manner as sexual harassment.</i>
(7)	12 June	<i>The benefits of affirmative action outweigh any negative consequences.</i>
(8)	16 June	<i>The most effective supervisors in public and not-for-profit organizations practice supportive management.</i>