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Fall 9-1-1997

### PSC 501.01: Public Administration

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# SYLLABUS

## PSc 501 Public Administration

Fall 1997

Wednesdays LA 234 4:10 - 6:30 p.m.

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**Professor:** Jeff Greene      **Telephone:** 243-6181 or 721-2543 (H)

**Office:** LA 356      **Office Hours:** TBA

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### 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

**REQUIRED TEXTS:** *Public Administration: Concepts and Cases* (6th Edition) by Stillman

*Classics of Public Administration* by Shafritz & Hyde

*Bureaucracy* by Wilson

## COURSE REQUIREMENTS

The requirements for the class include an exam, a term paper, and article summaries. The term paper involves selecting an area of interest in the field or discipline of public administration, and writing a 15-page paper. The papers will be presented and discussed during the final two weeks of class. Papers are graded using the following criteria: **thoroughness, sophistication of analysis, organization and logical development, clarity of expression, grammar, and overall evaluation**. The format used is a 1 through 5 scale — with 5 the highest score — for each of the criteria.

**Thoroughness** High quality papers address the subject with sufficient detail to demonstrate that the policy topic is fully understood.

**Sophistication of analysis** In high quality papers, the author does more than just explain or describe. The author shows evidence of having thought about the subject in depth. The subject is analyzed from many angles and assessed critically.

**Organization and logical development** High quality papers show evidence of prior planning, as if they had been outlined in advance. The paper has a purpose that is introduced in the introduction, developed in the paper, and returned to in the conclusion. Paragraphs are well constructed and linked to each other in a logical sequence using transitional sentences. Arguments, examples, opinions, evidence, and details explain the main points and lend credibility to each point being developed.

**Clarity of expression** In high quality papers, words are chosen carefully and sentences are constructed purposefully so that each point the author makes is expressed as exactly, precisely, and clearly as possible.

**Grammar** Poor grammar, punctuation, and spelling detract from the substance of papers. High quality papers are characterized by consistently correct grammar, punctuation, and spelling. Verbs agree with subjects, there are no single-sentence paragraphs, etc.

To receive an "A", one must write an **excellent** paper. In short, **excellent** papers explicitly demonstrate an understanding of the relevant terms and concepts, utilize illuminating examples, provide penetrating analysis, are gracefully but succinctly written, and build to clear and compelling conclusions.

### Grade Weights:

Final Exam	... 40% (Nov. 19)
Final Paper	... 40% (Due Dec. 10)
Participation/Article Summaries	... 20%

## Article Critique Guidelines

Articles will be assigned to individuals. Each person is responsible to have thoroughly read the article, be prepared to present an overview of the article, and be prepared to respond to questions from the instructor and the class. The total time of the presentation should be no longer than 15 minutes.

Each person should also develop a written summary of his or her article. A summary is a brief overview of the article. It outlines the article's key themes, major points, and conclusions. Each person should bring enough copies to distribute to each member of the class. 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(s) the author(s) address?
3. What techniques, tools of analysis, or methods are employed to answer the question(s)?
4. What are the major points the author(s) make?
5. What do the author(s) conclude? What suggestions are made?
6. What is the relevance of the article to theory or practice? (What does it mean?)

The presentations and written article summaries will constitute **20 percent** of one's grade. Samples of past article critiques are included in the reserved reading file in the library.

## READING ASSIGNMENTS AND CLASS OUTLINE

**Session 1**                      **Introduction (No Readings)**

**Session 2**                      **What is Public Administration**

Stillman: Chapter 1

"Five Great Issues in the Profession of Public Administration" by Brian Fry  
(On Reserve)

Shafritz and Hyde:

"The Study of Administration" by Wilson \_\_\_\_\_

"Introduction to the Study of Public Administration" by White \_\_\_\_\_

"The Administrative State: Conclusion" by Waldo \_\_\_\_\_

"Toward a New Public Administration" by Frederickson \_\_\_\_\_

\_\_\_\_\_ "What is Public Management Today?" by Garson & Overman (on reserve)

\_\_\_\_\_ "Public Administration and the Separation of Powers" by Rosenbloom

### **Session 3**

#### **The Formal Structure: The Concept of Bureaucracy**

Stillman: Chapter 2

Shafritz and Hyde:

"Bureaucracy" by Weber \_\_\_\_\_

"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 \_\_\_\_\_

Wilson: Chapter 1 \_\_\_\_\_

Wilson: Chapter 2 \_\_\_\_\_

### **Session 4**

#### **The Context of Administration**

Stillman: Chapters 3 and 4

"Inside Public Bureaucracy" by Stillman (Chapter 7) \_\_\_\_\_

"Public and Private Management: Are They Fundamentally Alike in All  
Unimportant Respects?" by Allison (Chapter 10) \_\_\_\_\_

Shafritz and Hyde:

"Politics and Administration" by Goodnow \_\_\_\_\_

"Administrative Decentralization and Political Power" by Kaufman \_\_\_\_\_

"Government is Different" by Appleby \_\_\_\_\_

### **Session 5**

#### **Organizational Dynamics: The Human Factor**

Stillman: Chapter 6

Shafritz and Hyde:

"Scientific Management" by Taylor \_\_\_\_\_

"Informal Organizations and Their Relation to Formal Organizations" by  
Barnard \_\_\_\_\_

"The Proverbs of Administration" by Simon \_\_\_\_\_

"Organizations and the Systems Concept" by Katz and Kahn \_\_\_\_\_

"Organizations of the Future" by Bennis \_\_\_\_\_

"Productivity Management for Public Sector Organizations" by Hyde (on

reserve) \_\_\_\_\_

#### **Session 6**

#### **Intergovernmental Relations (IGR)**

Stillman: Chapter 5

Shafritz and Hyde:

"The American System" by Grodzins \_\_\_\_\_

"Understanding Intergovernmental Relations" by Wright \_\_\_\_\_

#### **Session 7**

#### **Personnel Administration**

Stillman: Chapter 11

Shafritz and Hyde:

"A Theory of Motivation" by Maslow \_\_\_\_\_

"The Human Side of Enterprise" by McGregor \_\_\_\_\_

"Representative Bureaucracy" by Krislov \_\_\_\_\_

"Democracy and the Public Service" by Mosher \_\_\_\_\_

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

#### **Session 8**

#### **Public Budgeting**

Stillman: Chapter 12

Shafritz and Hyde:

"The Lack of a Budgetary Theory" by Key \_\_\_\_\_

"Toward a Theory of Budgeting" by Lewis \_\_\_\_\_

"Organizational Decline and Cutback Management" by Levine \_\_\_\_\_

"Rescuing Policy Analysis from PPBS" by Wildavsky \_\_\_\_\_

"Public Budgeting Amidst Uncertainty and Instability" by  
Caiden \_\_\_\_\_

"Using Performance Measures for Federal Budgeting" by Joyce \_\_\_\_\_

"A Budget for All Seasons" by Wildavsky (on reserve) \_\_\_\_\_

#### **Session 9**

#### **Public Policy, Policy Analysis, and Program Evaluation**

Stillman: Chapter 8

Shafritz and Hyde:

"Policy Analysts: A New Professional Role in Government Service" by

Dror \_\_\_\_\_

"The Science of Muddling Through" by Lindblom \_\_\_\_\_

"The Seven Deadly Sins of Policy Analysis" by Meltsner \_\_\_\_\_

"What a Political Scientist Can Tell a Policy Maker About the Likelihood of Success or Failure" by Sharkansky \_\_\_\_\_

"Systematic Thinking for Social Action" by Rivlin \_\_\_\_\_

"From Red Tape to Results" by The National Performance Review \_\_\_\_\_

"Reinventing Government" by Kettl \_\_\_\_\_

"Public Choice and the Privatization of Government" by Jennings (on reserve) \_\_\_\_\_

## **Session 10**

### **Professionalism and Ethics in Public Service**

Stillman: Chapter 16 and *ASPA Code of Ethics* (Handout)

Shafritz and Hyde:

"Public Administration and the Public Interest" by Herring \_\_\_\_\_

"Watergate: Implications for Responsible Government" Mosher \_\_\_\_\_

"The Possibility of Administrative Ethics" by Thompson \_\_\_\_\_

"The Public Administration Community and the Search for Professionalism" by Gargan (on reserve) \_\_\_\_\_

## **Session 11**

### **Contemporary Issues in Public Management**

Stillman: Chapter 15

Shafritz and Hyde:

"Exploring the Limits of Privatization" by Moe \_\_\_\_\_

"Productivity and Quality Management" by Holzer \_\_\_\_\_

"Toward a Feminist Perspective in Public Administration Theory" by Stivers \_\_\_\_\_

## **Sessions 12, 13**

### **Bureaucracy by Wilson**

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 14**      **Exam - November 19**

**Session 15**      **Presentations**

**Session 16**      **Presentations** (Papers due December 10 ---  
papers will be returned on December 17)

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**Fall 1997**

*Updated 9/5/1997*