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PSC 361.01: Public Administration

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Political Science 361
Public Administration
Fall 1998-99

Peter Koehn
LA 416 x5294
Ofc hrs: TTH 10:00-11:00,
3:30-5:00; and by apptmt

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.

Required text

Gerald Garvey, *Public Administration, the Profession and the Practice: A Case Study Approach*. St Martins, 1997. {G}

Course Requirements

In addition to leading class discussion of selected cases, each student is responsible for participating in group analyses of one or more complex cases (CC) and for individual writing projects that apply relevant theories and research findings to challenging situations in public administration.

- 10% First short written case analysis (* 8 Oct)
- 10% Second short written case analysis (* 12 Nov)
- 30% Student's own case presentation & analysis (19 Nov & 3 Dec)
- 30% Written analysis of "Demise of Policy & Review" (** 10 Dec)
- 20% Class participation

Course Outline and Assignments

Sept. 1, 3, 8 I. **Introduction to Public Administration in the United States**

- 1. Nicholas Henry, *Public Administration and Public Affairs*, Chpts 1, 2 ®

Sept. 10, 15 II. **Introduction to Case Analysis**

- 1. G, Chpts 1, 12
- 2. Love, "Arsenic and Red Tape"

Sept. 17, 22 **III. Democratic Accountability v. Administrative Discretion**

1. G, Chpt 4 and Case 3 (pp. 149-165) CC

Sept 24, 29 **IV. Public and Private Administration**

1. G, Chpt 6
2. "A Zealous City Employee"

Oct 1,6,8 **V. Organization Theory, Design, and Communication**

1. G, Chpt 3
2. "A Positive Stroke Goes Awry"
3. "Replacement of Key Personnel"
4. * "The Electronics Stock Control Group"
5. "Two Models of Organizing"

Oct 13 **VI. Decision Theory and Policy Implementation**

1. G, Chpt 11 and Case 10 (pp. 475-490) CC

Oct 15,20,22,27 **VII. Ethics and Public Administration**

1. G, Chpt 8 and Case 7 (pp. 334-354) CC
2. "Ann's Dilemma"
3. James, "Sexual Harassment"
4. "Carl the Ripper"
5. Bachand, "Devil with the Red Dress on"
6. Martin, "The Blast in Centralia No. 5" CC
7. Smith, "Ferment at the Met Lab" CC

Oct 29,

Nov 5,10,12,17 **VII. Personnel Administration**

1. G, Chpt 2
2. Meyer and Brown, "Personnel Dilemma: Terminate or Retain" ®
3. Artley, "Rose Winn Doesn't Win"
4. Yeager, "Equal Employment Opportunity" role play (r/p)
5. "A Supervisor for Unit II" r/p
6. "Jayne's Baby"
7. "Middle Management Ignored"
8. * "Who Staffs the Hospital?"
9. Koehn, "Red Schwinn"
10. Dubnick, "A Trashy Situation" r/p

Nov 19 Your case due

Nov 19, 24

Dec 1, 3 VIII. Management Leadership & Supervision; Employee Motivation; Public Service

1. G, Chpt 10 and Case 9 (pp. 431-450) CC
2. Schlesinger, "FDR's Approach to Managing the Executive Branch"
3. Meyer and Brown, "It's Not Easy at the Top" ®
4. "Conflict on the Human Services Coordination Team"
5. "For Better or Worse"
6. Mc Cracken, "Walter and Ace Construction Company"
7. "An Office Romance" r/p
8. Briscoe and Leonardson, "Leadership in a Decision Dilemma" r/p
9. ** Koehn, "The Demise of Policy and Review"

Dec 3 Analysis of your case due**Dec 8, 10 IX. Public Administration in Comparative Perspective**

1. Phyllis Ngai and Peter Koehn, "Cross-cultural Management"
2. "Berso Company"
3. Tadella Taferra, "Assefa and Sileshi"
4. Gervais, "Working with the Tribal Bureaucracy"

Dec 10 ** Analysis of Demise of Policy & Review due

Dec 16

(1:10-3:10) X. Class Case Studies

- 1.
- 2.
- 3.