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PSC 501.01: Public Administration

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**PSc 501 Public Administration Syllabus
Fall 1998**

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

Professor: Dr. Jeffrey Greene
Office: LA 356

Telephone: 243-6181
Office Hours: 3 - 3:30 p.m. (M,T,Th)

COURSE DESCRIPTION & OBJECTIVES

The 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 administration 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 and discussion of the case studies. The objective of PSc 501 is to expose students to the primary concepts associated with public administration.

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

Classics of Public Administration by Shafritz & Hyde

Bureaucracy by James Q. Wilson (Copies on reserve)

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 an introduction, students will be asked questions about the readings and the case study. After completing the course, students should understand the major concepts of public administration included in this course.

Grade Weights:

Final Exam	... 60% (November 30)
Paper	... 20% (Due Dec. 7)
Participation	... 20%

Paper

Select one of the following assignments and write a five-page paper. The papers are due on Monday, December 14.

- (1) Provide a statement of your personal code of ethics. Include 10 principles in your statement and give an explanation and justification for each of these principles derived from your reading of the pertinent literature.
- (2) 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.

Exam

The comprehensive final exam will consist of terms, concepts, and several essays. Students will be expected to articulate and integrate the major concepts covered in PSc 501 into the essays.

READING ASSIGNMENTS AND CLASS OUTLINE

Session 1
(August 31)

Introduction (No Readings)

Session 2
(September 7)

No Class – Labor Day

Session 3
(September 14)

The Search for the Scope and Purpose of Public Administration

Stillman: Chapter 1

“The Study of Administration” by Wilson

“The Refounding Movement in American Public Administration” by Stillman

Case Study: “The Blast in Centralia No. 5” by Martin

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

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 4
(September 21)

The Formal Structure: The Concept of Bureaucracy

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 5
(September 28)

The General Environment: The Concept of Ecology

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: “The Last Flight of the Space Shuttle Challenger” by Charles

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 6
(October 5)

Intergovernmental Relations: The Concept of IGR as Interdependence, Complexity, and Bargaining

Stillman: Chapter 5

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

Case Study: "Witchita Confronts Contamination" by Rosegrant

Shafritz and Hyde:

"The American System" by Grodzins

"Understanding Intergovernmental Relations" by Wright

Session 7
(October 12)

Internal Dynamics: The Concept of the Informal Group

Stillman: Chapter 6

"Hawthorne and the Western Electric Company" by Mayo

Case Study: "Personnel Changes in City Government" by Copeland

Key Decision-Makers Inside Public Bureaucracy: The Concept of Competing Bureaucratic Subsystems

Stillman: Chapter 7

"Inside Public Bureaucracy" by Stillman

Case Study: Twisting in the Wind? Ambassador Glaspie and the Persian Gulf Crisis" by Dickert

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

Session 8
(October 19)

Decision-Making: The Concept of Incremental Choice

Stillman: Chapter 8

"The Science of Muddling Through" by Lindbloom

Case Study: The Decision to Liberate Kuwait

Executive Management: The Concept of the Uniqueness of Public Management

Stillman: Chapter 10

"Public and Private Management: Are They Fundamentally Alike in All Unimportant Respects?" by Allison

Case Study: "The MOVE Disaster" by Nagel

Session 9
(October 26)

Public Personnel Motivation: The Concept of Rational, Norm-Based, Affective Motives

Stillman: Chapter 11

"The Motivational Bases of Public Services" by Perry and Wise

Case Study: "A Success at the Border Earned Only a Shrug" by Brinkley

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 10
(November 2)

Public Budgeting: The Concept of Budgeting as Political Choice

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

Session 11
(November 9)

The Relationship Between Politics and Administration: The Concept of Issue Networks

Stillman: Chapter 14

“Issue Networks and the Executive Establishment” by Helco

Case Study: “Execucrats” by Riccucci

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 12
(November 16)

The Relationship Between Ethics and Public Administration: The Concept of Ethical Obligations

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 (Handout)

Shafritz and Hyde:

“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 13
(November 23)

Discussion of James Q. Wilson’s *Bureaucracy*, and Summary.

Session 14
(November 30)

Final Exam

Session 15
(December 7)

Papers Due – Be prepared to discuss your papers