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PSCI 361.01: Public Administration

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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 fundamental concepts and issues of public administration (including the evolution of public administration as a field of study, major organizational theories, private/public administration interfaces and dichotomies, budget preparation, ethical dilemmas, approaches to public service, the role of career officials in the policy process and political context, human-resource-management issues, challenges to effective leadership and supervision, and the comparative/global perspective), students should develop the ability to apply theoretical insights, personal values, and social-science findings to challenging organizational and ethical situations.

Required texts

Coursepack available at UC Bookstore. All other required reading is on e-res (password=psci361); a hard copy should be brought to class on the date covered.

Course Requirements

In addition to leading class discussion of selected cases and debate participation, each student is responsible for individual writing projects that apply useful approaches and research findings to challenging organizational situations.

15% Mid-term examination (10 Oct)
10% Debate (various dates)
Student’s own written case presentation (3-5 pp; 7 Nov) and
30% Analysis of student’s own case (5-7 pp; 19 Nov)
20% Class participation (cases, complex cases, class contributions)
25% Written analysis of “Demise of Policy & Review” (5 Dec)

Late papers will be penalized by one – in grade (e.g., from B+ to B) for each scheduled class that passes without submission. For credit/no-credit grading, students must attain an overall grade of D- to receive a “CR.” Reported final grades will reflect pluses and minuses.
Course Outline and Assignments

27 Aug - 5 Sept  I. Introduction to Public Service and U.S. Public Administration

1. Shafritz et al., pp. 90-94 e-res
7. Leonhardt, “Why Taxes Aren’t as High as They Seem” (2012) e-res
10. “Budget Cuts” (amended) e-res

10, 12 Sept. II. Introduction to Case Analysis

1. “Case Analysis: Pocket Checklist”
4. *Rusk, “You’re Lucky I Come in at All”* e-res

17 Sept. III. Democratic Accountability v. Administrative Discretion

1. Shafritz and Russell, pp. 342-350 e-res

19, 24 Sept. IV. Public and Private Administration

1. Shafritz et al., pp. 116-122 e-res
2. Light, “Illusion of Accountability” (1999), pp. 184-190
5. **Midvalley Recreation Department** e-res

26 Sept; 1, 3 Oct. V. Organization Theory, Design, and Communication

1. Shafritz and Russell, pp. 228-234, 236-248 e-res
2. Garvey, “Matrix and Network Organizations” (pp. 94-98)
3. NASA exercise (distributed in class)
5. **The Electronics Stock Control Group** e-res
6. Lohr, “‘Cubes’ Vie with ‘Caves’ in Offices” e-res
8 Oct. VI. Decision Theory and Policy Implementation

1. Garvey, “Backward and Forward Mapping” (pp. 462-468)

10 Oct. Mid-term exam

8, 15-22 Oct. VII. Ethics and Public Administration

1. Whetton & Cameron, “To Ship or Not to Ship” e-res
3. *“Ann’s Dilemma” e-res PLUS “Court Backs” (e-res)
5. *Berriochoa, “I’ll Get You My Pretty”
7. James, “Sexual Harassment”
8. *“Carl the Ripper” e-res
9. *“Queen Cruises” role play (r/p)


7 Nov. Your case due

29-31 Oct.
5, 7, 12 Nov. VIII. Personnel Administration

1. Shafritz and Russell, pp. 361-374 e-res
2. *Meyer and Brown, “Personnel Dilemma: Terminate or Retain” e-res
3. *Artley, “Rose Winn Doesn’t Win”
4. *“Conflicts on the Human Services Coordination Team” r/p (e-res)
5. *Fugleberg, “Nightmare in the American Heartland”
6. “Mixed Effects of a Demonstration Project” e-res CC
9. *“A Supervisor for Unit II” r/p (e-res)
11. *“Who Staffs the Hospital?” e-res plus “Overworked Nurses” e-res

14 Nov. Videos (30 min): *Valuing Diversity* - VT03762; VT03764
3. Williams, “As Public Sector Sheds Jobs, Blacks Are Hit Hardest” (’11) e-res

NCBI Leadership for Diversity Workshop: Prejudice-response Skills

19 Nov Analysis of your case due

19, 21, 26 Nov

3 Dec IX. Management, Leadership & Supervision; Employee Motivation

2. Skills Inventory exercise
4. Garvey, “Helping the Homeless” CC e-res
5. *Meyer and Brown, “It’s Not Easy at the Top” e-res
7. *Schweitzer, “Job Not Well Done”
8. *Kunsman, “In with the New” e-res

5 Dec Analysis of Koehn, “Demise of Policy and Review” due

5 Dec X. Public Administration in Comparative Perspective

1. Brislin, “The Quiet Participant” exercise
2. *Terada, “Cross-culture Negotiation”

10 Dec
(3:20-5:20) XI. Class Case Studies

1.

2.

**PSCI 400**

Students taking PSCI 400 concurrently with this course must attend a special class on professional writing led by the instructor (TBA). The 5-page double-spaced individual essay for this class will be graded for clarity of argument and correctness of technical writing and returned with comments for revision. Students are required to revise and resubmit the essay as often as necessary until all corrections are made and understood. Students also are responsible for submitting a separate 5-to-7-page analysis of their case study that must follow learned principles of technical writing.

All students must practice academic honesty. Academic misconduct is subject to an academic penalty by the course instructor and/or disciplinary sanction by the University. All students need to be familiar with the Student Conduct Code. The Code is available for review online at [http://www.umt.edu/SA/VPSA/index.cfm/page/1321](http://www.umt.edu/SA/VPSA/index.cfm/page/1321). This syllabus is presented as a general guide to the course that is subject to amendment or deviation.

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