COURSE DESCRIPTION: This is an introductory course in public administration intended for graduate students. The course begins with an exploration of the underpinnings and origins of public administration in the U.S. Part I: The Context of Public Administration describes the historical evolution and development of the field of public administration. The nature and structure of the modern administrative state and the realities of American bureaucracy are explained and analyzed. Special attention is also given to the system of federalism and intergovernmental relations that defines and shapes the public-sector environment of managers at the local, state and federal levels of government. Part II: Management and Leadership in Public Organizations focuses on the internal dynamics of behavior within organizations. Organization theories are set forth as useful frameworks for helping managers better understand their organizations. Also, various decision-making models (e.g. rational, incremental, political etc.) are introduced which have proven to be useful for understanding the behavior of chief executives and managers in public organizations. The similarities and differences of managing in public, private and non-profit organizations are discussed. Part III: The Core Functions of Public Administration explores the intricacies of human resources management, the budgetary process and program implementation: Such public sector labor-management issues as collective-bargaining, unionization, and workforce development are presented in light of the unique legal framework that shapes public personnel administration; the budgetary process is studied as a manifestation of political conflict over the allocation of limited public funds; and program implementation is looked upon as one of the most challenging tasks of administering public policies and programs. Finally, Part IV: Challenges and
Prospects in a Turbulent Future covers the discipline of contemporary public administration in the first decade of the 21st century. The need for greater administrative accountability and improved performance measurement is emphasized in light of the growing regulatory power of government. The important role of ethics in guiding public managers through turbulent times and in creating responsible government is studied. The rise of E-government and new forms of citizen engagement made possible through information technology are also analyzed.

GRADING AND COURSE FORMAT: This class will be taught in a seminar/discussion format. Students are responsible for reading the assigned materials prior to coming to class. Each week the responsibility for leading the class discussion on specific readings will be assigned to members of the class. The readings from the required textbooks are indicated in this course syllabus. There are also required supplemental readings for each week that can be found at the class website. Class participation will be a factor in assigning the final course grade.

There are four essay “think-piece” assignments (5-7 pages) required for this course. These essays will be based on the supplemental readings found on the class website. For each part of the course, students will get to choose which set of supplemental readings to write on. More will be said about these essay assignments in class. In addition, everyone will write an analytical book review of Goodsell’s public administration polemic on bureaucracy. The list of written assignments, the dates they are due, and their relative weights toward the final course grade are displayed in the table below. Class participation and discussion will also be a factor in assigning final grades for the course.

<table>
<thead>
<tr>
<th>Assignment</th>
<th>General Course Topic/Date Due</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Book Review: Goodsell’s Polemic on Bureaucracy</td>
<td>The Case for Bureaucracy/ Due 9/15</td>
<td>10%</td>
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<tr>
<td>Essay #1</td>
<td>Part I: The Context of Public Administration/ Due 9/29</td>
<td>20%</td>
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<tr>
<td>Essay #2</td>
<td>Part II: Management and Leadership in Public Organizations/ Due 10/20</td>
<td>20%</td>
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<tr>
<td>Essay #3</td>
<td>Part III: The Core Functions of Public Management/ Due 11/3</td>
<td>20%</td>
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<tr>
<td>Essay #4</td>
<td>Part IV: Challenges and Prospects in a Turbulent Future/ Due 12/8</td>
<td>20%</td>
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<tr>
<td>Class Participation</td>
<td></td>
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TEXTBOOKS:


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COURSE OUTLINE & ASSIGNMENTS

<table>
<thead>
<tr>
<th>DATE</th>
<th>ASSIGNMENT</th>
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<tbody>
<tr>
<td>Week 1</td>
<td>Introduction and Overview of Course</td>
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<td>Aug. 25</td>
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PART I: THE CONTEXT OF PUBLIC ADMINISTRATION

Week 2   
*TOPIC: The Discipline of Public Administration*

Sep. 1   
Michael I Milakovich & George J. Gordon, *Public Administration in America*, Chapter 1, Approaching the Study of Public Administration

Leonard D. White (1926) Introduction to the Study of Public Administration (in Classics p. 49)
H. George Frederickson (1971) Toward a New Public Administration (in Classics p. 296)

**Week 3**

**TOPIC: Bureaucracy**

**Sep. 8**

Milakovich & Gordon, Chapter 2, Public Administration, Democracy and Bureaucratic Power

Max Weber (1922) Bureaucracy (in Classics p. 43)
Robert K. Merton (1940) Bureaucratic Structure and Personality (in Classics p. 97)

**Week 4**

**TOPIC: Intergovernmental Relations**

**Sep. 15**

Milakovich & Gordon, Chapter 3, Federalism and Intergovernmental Relations

Deil S. Wright (1990) Federalism, Intergovernmental Relations, and Intergovernmental Management: Historical Reflections and Conceptual Comparisons (in Classics, p. 508)
PART II: MANAGEMENT AND LEADERSHIP IN PUBLIC ORGANIZATIONS

Week 5
TOPIC: Organization Theory

Sep. 22
Milakovich & Gordon, Chapter 4, Organizational Theory

Frederick W. Taylor (1912) Scientific Management (in Classics, p. 36)
Mary Parker Follett (1926) The Giving of Orders (in Classics, p. 57)
Luther Gulick (1937) Note on the Theory of Organization (in Classics, p. 79)
Chester I. Barnard (1938) Informal Organizations and Their Relation to formal Organization (in Classics, p. 93)
Herbert A. Simon (1946) The Proverbs of Administration (in Classics, p. 124)
J. Steven Ott (1989) Understanding Organizational Culture (in Classics, p. 479)

Week 6
TOPIC: Decision-making and Policy Analysis

Sep. 29
Milakovich & Gordon, Chapter 5, Decision Making in Administration

Essay #1
Due
Week 7

**TOPIC: Public Management**

Oct. 6

Milakovich & Gordon, Chapter 6, Chief Executives and the Challenges of Administrative Leadership

Jane Addams (1904) Problems of Municipal Administration (in Classics, p. 31)

Louis Brownlow, Charles E. Merriam, & Luther Gulick (1937) Report of the President’s Committee on Administrative Management (in Classics, p. 88)


Christopher Hood (1990) A Public Management for All Seasons? (In Classics, p. 495)

**PART III: THE CORE FUNCTIONS OF PUBLIC MANAGEMENT**

Week 8

**TOPIC: Human Resources Management**

Oct. 13

Milakovich & Gordon, Chapter 7, Public Personnel Administration and Human Resources Development


**Week 9**  
**TOPIC: The Budgetary Process**

**Oct. 20**  
Milakovich & Gordon, Chapter 8, Government Budgeting

William F. Willoughby (1918) The Movement for Budgetary Reform in the States (in Classics, p. 39) 
V. O. Key, Jr. (1940) The Lack of a Budgetary Theory (in Classics, p. 106) 

**Essay #2 Due**  


Charles H. Levine (1978) Organizational Decline and Cutback Management (in Classics, p. 335) 


**Week 10**  
**TOPIC: Implementation**

**Oct. 27**  
Milakovich & Gordon, Chapter 9, Public Policy and Program Implementation


Jeffrey L. Pressman & Aaron Wildavsky (1973) Implementation (in Classics, p. 319)

**PART IV: CHALLENGES AND PROSPECTS IN A TURBULENT FUTURE**

**Week 11**  
**TOPIC: Program Evaluation**

**Nov. 3**  
Milakovich & Gordon, Chapter 10, Performance Management in the Public Sector


**Essay #3 Due**  
Week 12

**TOPIC: The Power of Government**

**Nov. 10**
Milakovich & Gordon, Chapter 11, Governmental Regulation and Administrative Law

Frank J. Goodnow (1900), Politics and Administration (in Classics, p. 28)
Paul Appleby (1945) Government is Different (in Classics, p. 119)

Week 13

**TOPIC: Ethics**

**Nov. 17**
Milakovich & Gordon, Chapter 12, Conclusion: Public Administration in a Time of Conflict and Social Change


Week 14

**No Class Day – Thanksgiving Vacation**

**Nov. 24**

Week 15

**TOPIC: E-Government**

**Dec. 1**
See Supplemental readings

Week 16

**TOPIC: Citizen Engagement**

**Dec. 8**
See Supplemental readings

**Essay #4**

**Due**