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 decades 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 five essay “think-piece” assignments (5-7 pages) required for this course. These essays will be based on the textbook assignments and the supplemental readings found on the class website. For each part of the course, students will get to choose which topic to write on. More will be said about these essay assignments in class. 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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</thead>
<tbody>
<tr>
<td>Essay #1</td>
<td>The New Case for Bureaucracy Due 2/3</td>
<td>10%</td>
</tr>
<tr>
<td>Essay #2</td>
<td>Part I: The Context of Public Administration/ Due 2/24</td>
<td>20%</td>
</tr>
<tr>
<td>Essay #3</td>
<td>Part II: Management and Leadership in Public Organizations/ Due 3/17</td>
<td>20%</td>
</tr>
<tr>
<td>Essay #4</td>
<td>Part III: The Core Functions of Public Management/ Due 3/31</td>
<td>20%</td>
</tr>
<tr>
<td>Essay #5</td>
<td>Part IV: Challenges and Prospects in a Turbulent Future/ Due 4/28</td>
<td>20%</td>
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<tr>
<td>Class Participation</td>
<td></td>
<td>10%</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><strong>Week 1</strong></td>
<td><strong>Jan. 13</strong></td>
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<tr>
<td>Introduction and Overview of Course</td>
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**PART I: THE CONTEXT OF PUBLIC ADMINISTRATION**

<table>
<thead>
<tr>
<th>Week 2</th>
<th><strong>Jan. 20</strong></th>
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<tbody>
<tr>
<td><strong>TOPIC: The Discipline of Public Administration</strong></td>
<td></td>
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<tr>
<td>Michael E. Milakovich &amp; George J. Gordon, <em>Public Administration in America</em>, Chapter 1, Approaching the Study of Public Administration</td>
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<tr>
<td>Woodrow Wilson (1887) The Study of Administration (in <em>Classics</em> p. 16)</td>
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<tr>
<td>Leonard D. White (1926) Introduction to the Study of Public Administration (in <em>Classics</em> p. 50)</td>
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<tr>
<td>Dwight Waldo (1948) The Administrative State: Conclusion (in <em>Classics</em> p.141)</td>
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<tr>
<td>H. George Frederickson (1971) Toward a New Public Administration (in <em>Classics</em> p. 294)</td>
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<tr>
<td>Camilla Stivers (1990) Toward a Feminist Perspective in Public Administration Theory (in <em>Classics</em> p. 505)</td>
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</tbody>
</table>
**Week 3**

**TOPIC: Bureaucracy**

**Jan. 27**

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

Max Weber (1922) Bureaucracy (in *Classics* p. 44)

Robert K. Merton (1940) Bureaucratic Structure and Personality (in *Classics* p. 100)

Warren Bennis (1967) Organizations of the Future (in *Classics* p. 218)


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**Week 4**

**TOPIC: Intergovernmental Relations**

**Feb. 3**

Milakovich & Gordon, Chapter 3, Federalism and Intergovernmental Relations


**Essay #1**


PART II: MANAGEMENT AND LEADERSHIP IN PUBLIC ORGANIZATIONS

Week 5

**TOPIC: Organization Theory**

Feb. 10

Milakovich & Gordon, Chapter 4, Organizational Theory

Frederick W. Taylor (1912) Scientific Management (in *Classics*, p. 37)

Mary Parker Follett (1926) The Giving of Orders (in *Classics*, p. 58)

Luther Gulick (1937) Note on the Theory of Organization (in *Classics*, p. 81)

Chester I. Barnard (1938) Informal Organizations and Their Relation to formal Organization (in *Classics*, p. 95)

Herbert A. Simon (1946) The Proverbs of Administration (in *Classics*, p. 127)


J. Steven Ott (1989) Understanding Organizational Culture (in *Classics*, p. 490)

Week 6

**TOPIC: Public Policy & Decision-making**

Feb. 17

Milakovich & Gordon, Chapter 5, Decision Making in Administration


Week 7

TOPIC: Public Management

Feb. 24
Milakovich & Gordon, Chapter 6, Chief Executives and the Challenges of Administrative Leadership

Essay #2 Due
Jane Addams (1904) Problems of Municipal Administration (in Classics, p. 32)

Louis Brownlow, Charles E. Merriam, & Luther Gulick (1937) Report of the President’s Committee on Administrative Management (in Classics, p. 90)


PART III: THE CORE FUNCTIONS OF PUBLIC MANAGEMENT

Week 8

TOPIC: Human Resources Management

Mar. 3
Milakovich & Gordon, Chapter 7, Public Personnel Administration and Human Resources Development


Week 9

SPRING BREAK – NO CLASS

Mar. 10
**Week 10**

**Mar. 17**

**TOPIC: The Budgetary Process**

Milakovich & Gordon, Chapter 8, Government Budgeting

William F. Willoughby (1918) The Movement for Budgetary Reform in the States (in *Classics*, p. 40)

V. O. Key, Jr. (1940) The Lack of a Budgetary Theory (in *Classics*, p. 109)

Essay #3 Due

Allen Schick (1966) The Road to PPB: The Stages of Budget Reform (in *Classics* p. 197)


**Week 11**

**TOPIC: Implementation and Performance Management**

**Mar. 24**

Milakovich & Gordon, Chapter 9, Public Policy and Program Implementation


Jeffrey L. Pressman & Aaron Wildavsky (1973) Implementation (in *Classics*, p. 317)

Milakovich & Gordon, Chapter 10, Performance Management in the Public Sector


PART IV: CHALLENGES AND PROSPECTS IN A TURBULENT FUTURE

Week 12  
**TOPIC: The Power of Government**

Mar. 31  
Milakovich & Gordon, Chapter 11, Governmental Regulation and Administrative Law

Essay #4 Due  
Frank J. Goodnow (1900), Politics and Administration (in Classics, p. 29)

Paul Appleby (1945) Government is Different (in Classics, p. 122)


Week 13  
**TOPIC: Ethics**

Apr. 7  
Milakovich & Gordon, Chapter 12, Conclusion: Public Administration in a Time of Conflict and Social Change


Week 14  
Apr. 14  
TOPIIC: E-Government  
See online supplemental readings

Week 15  
Apr. 21  
TOPIIC: Citizen Engagement  
See online supplemental readings

Week 16  
Apr. 28  
Essay #5 Due