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>
</tr>
</thead>
<tbody>
<tr>
<td>Book Review: Goodsell’s Polemic on Bureauacy</td>
<td>The Case for Bureaucracy/ Due 9/21</td>
<td>10%</td>
</tr>
<tr>
<td>Essay #1</td>
<td>Part I: The Context of Public Administration/ Due 10/5</td>
<td>20%</td>
</tr>
<tr>
<td>Essay #2</td>
<td>Part II: Management and Leadership in Public Organizations/ Due 10/19</td>
<td>20%</td>
</tr>
<tr>
<td>Essay #3</td>
<td>Part III: The Core Functions of Public Management/ Due 11/9</td>
<td>20%</td>
</tr>
<tr>
<td>Essay #4</td>
<td>Part IV: Challenges and Prospects in a Turbulent Future/ Due 12/14</td>
<td>20%</td>
</tr>
<tr>
<td>Class Participation</td>
<td></td>
<td>10%</td>
</tr>
</tbody>
</table>
TEXTBOOKS:


COURSE OUTLINE & ASSIGNMENTS

<table>
<thead>
<tr>
<th>DATE</th>
<th>ASSIGNMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>Introduction and Overview of Course</td>
</tr>
<tr>
<td>Aug. 31</td>
<td></td>
</tr>
</tbody>
</table>

PART I: THE CONTEXT OF PUBLIC ADMINISTRATION

**Week 2**

**Sept. 7**

**TOPIC: The Discipline of Public Administration**

Richard J. Stillman II, *Public Administration*

Reading 1.1: Woodrow Wilson, *The Study of Administration*
Reading 1.2: Richard J. Stillman II, *The Study of Public Administration in the United States*
Case Study 1: John Bartlow Martin, *The Blast in Centralia No. 5: A Mine Disaster No One Stopped*

Leonard D. White (1926) Introduction to the Study of Public Administration (in Classics p. 50)
H. George Frederickson (1971) Toward a New Public Administration (in Classics p. 294)
**Week 3**  
**Sept. 14**

**TOPIC: Bureaucracy**

Richard J. Stillman, *Public Administration*
Reading 2: Max Weber, *Bureaucracy*
Case Study 2: George Lardner, Jr. *How Kristin Died*
Reading 3, John M. Gaus, *The Ecology of Public Administration*

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

**Week 4**  
**Sept. 21**

**TOPIC: Intergovernmental Relations**

Richard J. Stillman, *Public Administration*
Reading 5: Tim Conlan, *From Cooperative to Opportunistic Federalism*
Case Study 5: Susan Rosegrant, *Wichita Confronts Contamination*

PART II: MANAGEMENT AND LEADERSHIP IN PUBLIC ORGANIZATIONS

Week 5  
Sept. 28

**TOPIC: Organization Theory**

Richard J. Stillman, Public Administration

Reading 6: Elton Mayo, Hawthorne and the Western Electric Company

Case Study 6: William Langewiesche, American Ground: Unbuilding the World Trade Center

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)

Week 6  
Oct. 5

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

Richard J. Stillman II, Public Administration

Essay #1  
Due

Reading 8: Charles E. Lindblom, The Science of “Muddling Through”

Case Study 8: Michael Grunwald and Susan B. Glasser, How a City Slowly Drowned

Week 7 Oct. 12

**TOPIC: Public Management**

Richard J. Stillman II, *Public Administration*
- Reading 13: Paul C. Light, *The Tides of Reform Revisited: Patterns in Making Government Work*
- Case Study 13: Katherine Boo, *Expectations*

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 Oct. 19

**Essay #2**

**TOPIC: Human Resources Management**

Richard J. Stillman II, *Public Administration*
- Essay #2 Due

Week 9  
Oct. 26

**TOPIC: The Budgetary Process**

Richard Stillman II, Public Administration  
Reading 12: Irene S. Rubin, The Politics of Public Budgets  
Case Study 12, Philip Taubman, Death of a Spy Satellite Program

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)  

Week 10  
Nov. 2

**TOPIC: Implementation**

Richard Stillman II, Public Administration  
Reading 9: James L. Garnett, Administrative Communication (Or How to Make All the Rest Work): The Concept of its Professional Centrality  
Case Study 9: Susan Rosegrant, The Shooting at Columbine High School: The Law Enforcement Response

PART IV: CHALLENGES AND PROSPECTS IN A TURBULENT FUTURE

Week 11  Nov. 9

**TOPIC: Administrative Responsibility & Program Evaluation**

Richard Stillman II, Public Administration

Reading 15:
- Carl J. Friedrich, Public Policy and the Nature of Administrative Responsibility
- Herman Finer, Administrative Responsibility in Democratic Government
- Case Study 15, James P. Pfiffner, Torture and Public Policy


Week 12  Nov. 16

**TOPIC: The Power of Government**

Richard Stillman II, Public Administration

Reading 4: Norton E. Long, Power and Administration
- Case Study 4: Maureen Hogan Casamayou, The Columbia Accident

Frank J. Goodnow (1900), Politics and Administration (in Classics, p. 29)
Paul Appleby (1945) Government is Different (in Classics, p. 122)

Week 13  Nov. 23

**NO CLASS – THANKSGIVING HOLIDAY**

Week 14  Nov. 30

**TOPIC: Ethics**

Richard Stillman II, Public Administration

Reading 16: Dwight Waldo, Public Administration and Ethics: A Prologue to a Preface
- Case Study 16: Richard D. White Jr., George Tenet and the last Great Days of the CIA

Week 14  
Nov. 30 (cont.)

**TOPIC: Ethics (continued)**


Week 15  
Dec. 7

**TOPIC: E-Government**

Richard Stillman II, Public Administration
Reading 10: Ann Marie Thomson and James L. Perry, Collaboration Processes: Inside the Black Box
Case Study 10: Abhijit Jain, Munir Mandviwalla, and Rajiv D. Banker, Government as a Catalyst: Can It Work Again with Wireless Internet Access?

See supplemental readings

Week 16  
Dec. 14

**TOPIC: Citizen Engagement**

Essay #4 Due

Richard Stillman II, Public Administration
Reading 14, Issue Networks and the Executive Establishment
Case Study 14: Laura S. Sims, Reinventing School Lunch: Transforming a Food Policy into a Nutrition Policy

See supplemental readings