

Political Science 3300: Introduction to Public Administration

Wednesdays, 6:00 pm to 9:00 pm
OSH 235

Contact Information

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Consulting hours: After class; any other times by appointment. My schedule is flexible. I do not have an office on campus. I am more than happy to meet with you on or off campus.

Course Description

Political Science 3300 is an undergraduate course on the study of public administration. This course has two major themes. The first theme is the politics of the administrative process, and how the field of public administration now recognizes that politics and administration overlap during important steps of the policy process, such as policy formation and policy execution. The second theme, administrative responsibility, focuses on the process of holding specific individuals responsible within the bureaucracy for specific actions.

This course relies heavily on discussion and participation. I prefer to use a variety of methodologies to teach the material: lecture (as little as possible), case studies, written assignments, and some small group work. This course does not have any exams (rejoice), but an occasional pop quiz may appear out of nowhere (weep and wail).

Text and Readings

Kettl, Donald F. and James W. Fesler. *The Politics of the Administrative Process*, 3rd edition. Washington, D.C.: CQ Press, 2005.

Other readings are listed as assigned and can be obtained through Marriott Library electronic journals.

The Additional Readings listed for each week are for your benefit. If you want to study more about the particular subject, go for it.

Required Assignments

Each student is required to submit a weekly reading synopsis for 10 of the 15 weeks. Each of these papers is worth up to 3 points. These synopsis papers are similar to memoranda: no more than two pages and should be a synthesis of all the readings. You will find that George Bernard Shaw was correct when he wrote in a letter to a friend, "I didn't have time to write you a short letter so I wrote you a long one." Concise and precise writing is a talent that will assist you in any endeavor, especially in public administration. Synopsis papers will lose one point for each week they are late.

Each student is expected to complete a 10-15 page final paper due the at last class. Students should topics such as: administrative responsibility; public administration's role as it differentiates from the private sector; governmental reform; street-level bureaucracy; decision

making and/or policymaking in government; expansion of government by proxy; or the changing functions of federal, state, and local government. Your research paper should seek to answer a question you find interesting and that you want to know more about. You are going to be working with this project for the whole term so it should be something that will keep you interested.

Each paper should include appropriate citations from outside academic and non-academic sources and reflect key material from the textbook. **DO NOT RELY SOLELY ON PUBLIC WEBSITES!!** Many of these websites are great sources of information that you can use as a starting point. However, you should always ask yourself, "What is the purpose of this site?" Many sites are run by public interest groups and are often one-sided in the information made available. Governmental and professional associations such as the American Society for Public Administration (ASPA) run other sites that can be a treasure trove of information. Still other sites are run by disgruntled students and frustrated academicians who cannot get published any other way. By using the databases and professional and scholarly journals available through Marriott Library, you can avoid some of these research traps. A 2 to 3 page proposal, including some resources, is due on the fifth week.

All papers will be graded based on 1) content, 2) use of the existing research literature, and 3) mechanics. Mechanics includes spelling, grammar, and proper citation methodology. Do not rely solely on spell checking and grammar checking software to save your papers.

Format for all papers: 1" margins all around; left-hand justification; customary fonts (such as Arial, Times Roman, Tahoma, Courier, or Palatina) in 10-12 point size. PLEASE do not use fancy (meaning hard to read) fonts such as Shelley Volante, Matisse, or Comic Sans. Cover sheets are not necessary.

I am not crazy about getting synopsis papers via email. I will take them if 1) they are sent by 11:59 pm on the night of the class they are due; 2) a hard copy is delivered the following week; and 3) you do not make it a regular occurrence. Unless there is a major event, crisis, or disaster the final paper must be delivered as a hard copy on the last day of class.

Grading

30% Ten weekly 1-page papers
 10% Research Proposal
 10% Class participation
 50% Final paper

If a student has a grade dispute, they should submit a one-page memo to me presenting evidence for their case. I will review and re-grade the original assignment. This review can create a grade increase, but may also create a grade decrease based on the new overall evaluation.

Class and Assignment Schedule

All required reading and assignments are due on the days listed below. Some of the readings are in the academic and professional journals and can be accessed through the Marriott Library website. I do not have any articles on course reserves. Use the citations to get the articles. This will get you familiar with the databases and journals that are available.

Please remember that this schedule is written on paper, not in concrete. Changes may (and probably will) occur for a variety of reasons. I will do my best to keep you informed of any changes via class announcements and email.

Week 1: 05/17/06

Overview of course
Course expectations

Week 2: 05/24/06

Required Readings:

Chapter 1 Introduction

Chapter 2 What Government Does – And How it Does It

Access and review the following article but it is not necessary to write about it in your synopsis paper:

-Wilson, Woodrow. "The Study of Administration." *Political Science Quarterly* 2 (June 1887). Reprinted in *Political Quarterly* 56 (December 1941): 481-506. (Viewed as the founding document for the field of administration)

Additional Readings:

-Goodsell, Charles T. The Case for Bureaucracy: A Public Administration Polemic. 4th ed. CQ Press, 2004.

-Hood, Christopher C. The Tools of Government Chatham House, 1983.

-Kerwin, Cornelius. Rulemaking: How Government Agencies Make Law and Write Policy. CQ Press, 2003.

-Kettl, Donald F. Government by Proxy: (Mis?) Managing Federal Programs. CQ Press, 1988.

-Waldo, Dwight. The Administrative State: A study of the Political Theory of American Public Administration. Ronald Press, 1948.

Week 3: 05/31/06

Required Readings:

Chapter 3 Foundations of Organization Theory

Additional Readings:

-Goldsmith, Stephen, and William D. Eggers. Governing by Network: The New Shape of Government Brookings, 2005.

-Moe, Terry M. "The New Economics of Organization" *American Journal of Political Science*. 1984.

-Osborne, David, and Ted Gaebler. Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector, from Schoolhouse to State-house, City Hall to the Pentagon. Addison-Wesley, 1993.

Week 4: 06/07/06

Required Readings:

Chapter 4 Strategies and Tactics for Administrative Reform

Additional Readings:

-Kettl, Donald F. System under Stress: Homeland Security and American Politics CQ Press, 2004.

- Kettl, Donald F. The Global Public Management Revolution: A Report on the Transformation of Governance. Brookings Institution, 2000
- Radin, Beryl. The Accountable Juggler: The Art of Leadership in a Federal Agency CQ Press, 2002.

Week 5: 06/14/06

Required Readings:

Chapter 5 The Executive Branch
Research paper proposal due

Additional Readings:

- Hecl, Hugh. A Government of Strangers: Executive Politics in Washington Brookings, 1977.
- Hess, Stephen, and James Pfiffner. Organizing the Presidency Brookings, 2003.
- Nathan, Richard. The Administrative Presidency Wiley, 1983.

Week 6: 06/21/06

Required Readings:

Chapter 6 Organization Problems

Additional Readings:

- Arnold, Peri E. Making the Managerial Presidency: Comprehensive Reorganization Planning, 1905-1980 Princeton Univ Press 1986.
- Knott, Jack H., and Gary J. Miller. Reforming Bureaucracy: The Politics of Institutional Choice Prentice Hall, 1987.
- Thomas, Craig W. "Reorganizing Public Organizations: Alternatives, Objectives, and Evidence" *Journal of Public Administration and Theory* 1993.

Week 7: 06/28/06

Required Readings:

Chapter 7 The Civil Service
 Chapter 8 Managing Human Capital

Additional Readings:

- Johnson, Ronald N., and Gary D. Libecap. The Federal Civil Service System and the Problem of Bureaucracy Univ of Chicago, 1994.
- Kaufman, Herbert. Forest Ranger: A Study in Administrative Behavior Johns Hopkins, 1960.
- Khademian, Anne M. Working with Culture: The Way the Job Gets Done in Public Programs CQ Press, 2002.
- Nathan, Richard P. The Administrative Presidency Wiley, 1983.
- Mosher, Frederick C. Democracy and the Public Service 2nd ed. Oxford Univ Press, 1982.
- Radin, Beryl A. The Accountable Juggler: The Art of Leadership in a Federal Agency CQ Press, 2002.

Week 8: 07/05/06

Required Readings:

Chapter 9 Decision Making

- Cohen, Michael; James March; and Johan Olsen. "A Garbage Can Model of Organizational Choice." *Administrative Science Quarterly* 17 (March 1972): 1-25.
- Mucciaroni, Gary. "The Garbage Can Model and the Study of Policy Making: A Critique." *Polity*, 24 (Spring 1992): 459-482.

Additional Readings:

- Dilulio, John. "Principled Agents: the Cultural Bases of Behavior in a Federal Government Bureaucracy" *Journal of Public Administration Research and Theory* 1994.
- Janis, Irving. Decision Making (esp. p 45-95, 135-69. 395-400) Free Press, 1979.
- Janis, Irving. Groupthink: Psychological Studies of Policy Decisions and Fiascoes Houghton Mifflin, 1982.

Week 9: 07/12/06**Required Readings:**

Chapter 11 Implementation

- Lindblom, Charles E. "The Science of Muddling Through." *Public Administration Review* 19 (Spring 1959): 79-88.
- Higgins, Thomas J. "Implementation Revisited: The Case of Federal Demonstrations." *Journal of Policy Analysis and Management* 4 (Spring 1985): 436-440.

Additional Readings:

- Pressman, Jeffrey L., and Aaron B. Wildavsky, Implementation Univ of CA, 1973.
- Wilson, James Q. Bureaucracy: What Government Agencies Do and Why They Do It. Basic Books, 1989.

Week 10: 07/19/06**Required Readings:**

Chapter 12 Regulation and the Courts

Additional Readings:

- Dilulio, John. Deregulating the Public Service: Can Government Be Improved? Brookings, 1994.
- Howard, Phillip. The Death of Common Sense Random House, 1994.
- Wilson, James Q., ed. The Politics of Regulation Basic Books, 1980.

Week 11: 07/26/06**Required Readings:**

Chapter 13 Legislative Control of Administration

Additional Readings:

- Arnold, R. Douglas, Congress and the Bureaucracy: A Theory of Influence Yale, 1979.
- Hecl, Hugh. "Issue Networks and the Executive Establishment." In The New Political System ed. Anthony King. American Enterprise Institute, 1987, 87-124.
- Mayhew, David R. Congress: The Electoral Connection Yale Univ, 1974.

Week 12: 08/02/06

Research Paper Due

Here is all the legal, fair notice, and boilerplate information:

- **Academic Honesty:** We live in very troubling times in which it is often difficult to know what is right, decent, and honest. Ethics tend to be situational and as mere guidelines for behavior. It is painful to acknowledge that honesty and ethical behavior are a serious problem in higher education. Undoubtedly, you will be tempted to cheat in a class. However, cheating is more than just copying someone's test answers. Please remember that it is not worth it and could get you expelled. If you are caught cheating in this class you will be invited to leave the class and the matter will be referred to the Department Chair for further action. Cheating may result in an automatic failure of the assignment and/or the class. Cheating comes in many forms. For example, all work you do in this class must be original work. Please don't dig up an old paper you used in another class and recycle it for this class. Test libraries at the frats and sororities are not going to be of much help. Don't copy another student's work and try to pass it off as your own. For a more in-depth discussion of academic honesty, please refer to the Student Handbook and catalog. Subscribing to paper-writing businesses available on the Net and elsewhere are a waste of your time and money. I have no doubt that you write better than these paper mills.
- **Plagiarism.** The above discussion on honesty also applies to plagiarism. If you don't know what this is, please look it up in a dictionary. To put it simply, if you are quoting another's work in your assignments, properly cite the source. Do not use large (i.e. half page) quotations in an effort to pad your work. Using someone else's work, whether it is a published or unpublished research paper, or a paper obtained from a friend, paper mill, or frat/sorority files are all examples of plagiarism. If you are caught plagiarizing you risk failing the class and being expelled from University. With the tools available on the Internet, it is becoming very easy for instructors to determine if plagiarism has occurred. The University takes this problem very seriously and has a zero tolerance policy. For further enlightenment on this topic, please refer to the Student Handbook.
- **Civility, Politeness, and Respect.** I expect civility and respect to be shown to all members of the class. While you may have differing opinions regarding the discussions, please express them in a civil, mature, and responsible manner. Denigration or showing disrespect to your classmates will not be tolerated. Civility and respect also extend to the amount of participation by each student. If there appears to be a problem with monopolizing (or attempts to pirate) the class, I will talk with you about it. Please do not be offended.
- **Disabilities:** If you believe that you have a disability or other factor that may interfere with your succeeding in this class, please contact the Student Disability Center at the Union Building for advice and direction. It is the Center's responsibility to determine what reasonable accommodations can be made. The Center will inform me of the accommodations that are to be made without informing me of the reason for the accommodations. This process strengthens confidentiality, in accordance with Federal and State laws. I cannot, and will not, grant reasonable accommodations for this class. The Americans with Disabilities Act of 1990 protects all citizens and residents of the United States. If you have a condition that interferes with your learning, or believe that you do, you have a responsibility to yourself to seek accommodations. Some of the conditions that are often covered are 1) blindness, deafness, paralysis, mobility problems, attention deficit disorder, major depression, bipolar disorder, chronic fatigue,

and neuromuscular disorders. The burden is on the student to prove that the disability or condition exists and to seek for a reasonable accommodation.

- **Absences:** In the real world, things happen that may make it impossible to attend class. We are all adults and responsible for our own lives. Work it out with your classmates to get their notes, copies of handouts, etc. The “buddy system” can help you in this area. Chronic absences will adversely affect you grade. While attendance is not graded, mastery of the information is graded, as is participation. I have no idea how you can pass the class if you do not attend. HINT: I am generally more sympathetic to requests for additional time on assignments and missed examination if I know who you are. The only way I get to know you is if you come to class and participate.
- **Missing or Late Assignments and/or Requests for Extra Time:** This is an imperfect world. Other instructors may be infallible, but I am not. It is possible that I may lose your assignment. Please keep copies of your assignments. If I have not received your assignments by the due date, I will email you or ask about it the next meeting. If your assignments are late and there is a good reason (computer meltdown; death in the immediate family; hospitalization of you, your partner, parents, children; nuclear war, etc) come and talk to me, either immediately before or after the fact.
- **Unlawful Harassment:** Unlawful harassment of individuals based on age, gender, race, ethnicity, national origin, or disability will not be tolerated. Harassment is a violation of the Civil Rights Act of 1972 (as amended) and the EEOC Guidelines. It is also a violation of State law and the U’s rules and regulations. If you feel you have been harassed or discriminated against you may talk with me or go directly to the Department Chair (Prof. Ron Hrebenar), the Dean of the College of Social and Behavioral Sciences (Dean J. Steven Ott), the Vice President for Students, or the office of the President of the University.
- **Evacuation of the Classroom:** Please familiarize yourself with all exits out of the classroom to the outside. If evacuation of the building is necessary, please use the stairs and exit the building. We will gather at a pre-arranged spot to take roll to ensure that everyone is out.
- **Other:** It is impossible to list every single possible violation or rule for the class. If it violates the laws of the United States, the State of Utah, or any municipal ordinance, don’t do it. If it violates the U’s policies and rules, don’t do it. If it is unethical or immoral, don’t do it.