

CLEVELAND STATE UNIVERSITY
Maxine Goodman Levin College of Urban Affairs
Fall Semester 2002

Introduction to Public Administration: PAD 600

Faculty: Dr. J. Alexander
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Office Hours: W 2:00 - 4:00

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Course Description:

Public administration involves the "core activities" of government that are generally performed by trained experts and specialized organizations. Its purpose concerns the development and implementation of public policy. This very broad definition encompasses a large dynamic portion of government at all three levels, engaging even nonprofit and private enterprise.

It is impossible to cover in one course all of the material from the academic discipline of public administration. It is even less reasonable to attempt to develop every skill that is necessary to be an effective public manager. Therefore, this introductory graduate course provides an overview of the field and serves as a basis for further study in public administration. This course assumes no prior academic background in public administration and attempts to familiarize students with the concepts and practices of public administration primarily from the standpoint of the institutional framework and intellectual development of American administrative practices. Much of the course material is drawn from primary sources -- basic documents of American public administration. Case material and other secondary sources will also be consulted.

Course Objectives:

The objectives of this course are to:

- develop and refine the student's understanding of what it means to be an effective public administrator;
- enhance individual appreciation of the depth, complexity, and dilemmas of modern administrative practices in the public sector
- introduce students to core areas of study within public administration

Course Methods:

This course will be conducted primarily as a graduate seminar. As a result, attendance and punctuality are expected in all classes. Should a student need to miss a class, it is expected that every effort will be made to inform the instructor prior to the class. Make-up work may be

required. Participation is essential to learning so reading prior to class, preparation of assignments, and collegial interaction among classmates are all expected.

Case studies are extremely important to this class. Everyone will be part of a case team that will be responsible for presenting case specifics, leading the class through a discussion and making the material interesting and relevant to public administration concepts. You are encouraged to use creativity and innovation in presenting the material. Presentation skills and the ability to draw others into the discussion improve your grade.

Case Study Format:

1. What are the central issues?
2. What were the major factors in the development of the policy/management problem?
3. What were the alternatives for resolving the problem?
4. What were the authors' recommended solution(s)?
5. What are the lessons for public administration?

Evaluation:

Course requirements include a mid-term and final exam. The exam formats will be primarily identification and essay questions. The mid-term exam will cover the readings through the first half of the course. The final examination will be comprehensive in nature and a take home.

NOTE: examinations cannot be made up unless the student notifies the professor *prior* to the exam that he/she will not be able to take it and presents a compelling reason. The emphasis in both the mid-term and final examinations is not memorization but integration of the course material, concepts, and development of some perspectives on it.

Students will receive a grade in accordance with university policies. The final grade will be determined by the following factors:

Mid-term exam	35%
Final exam	35%
Case Studies/ Participation	20%
Wilson/Waldo paper	10%

Readings:

Milakovich, M. E., and Gordon, G. J. (2001) **Public Administration in America**. (7th ed.), Boston: Bedford/St. Martin's.

Stillman, Richard J. (2000) **Public Administration: Concepts and Cases**. (7th ed.), Boston: Houghton-Mifflin Co.

Additional readings will be placed on electronic reserve with the university library. They are marked in the readings as **ER**.

CLASS SCHEDULE

August
24th Introduction, course overview

September
7th What is public administration?

Readings:

Milakovich and Gordon, Ch 1

U.S. Constitution, **(ER)**

Federalist Paper #51 **(ER)**

Wilson, W., "The Study of Administration," *Political Science Quarterly*, **(ER)**

Stillman, reading 1.1 (introduction only; omit excerpt from Wilson because full article included above), and Case Study #1.

Development of American Public Administration

Readings:

Allison, Graham T. "Public and Private Management: Are They Fundamentally Alike in All Unimportant Respects?" **(ER)**

Blumenthal, "Candid Reflections of a Businessman in Washington," **(ER)**

Waldo excerpt, **The Administrative State (ER)**

Stillman, Reading 2 and Case Study #2

21st Intergovernmental Relations

Readings:

M & G, Ch 4

Stillman, Reading 5 and Case Study #5 (Wichita)

Wilson/Waldo paper due today: Write 4-5 page paper comparing and contrasting the philosophies of public administration in the works of these two scholars.

Organizational Theory and Public Administration

Readings:

M & G, Ch 5

Stillman, Readings 6 and Case Study #6 (Uniforms) and

Reading 4 and Case Study #4 (Space Shuttle Challenger)

Video: The Bridge Over the River Kwai: Part I

October

5th **Public Management Processes: Decision Making**

Readings:

M & G, Ch 6

Stillman, Readings 8 and Case Study #8 (MOVE Disaster)

Video: The Bridge Over the River Kwai: Part II

Mid-Term Exam

19th **Management Processes: Public Budgeting**

Readings:

M & G, Ch 9

Stillman, Readings 12 and Case Study #12 (County Prison)

Management Processes: Human Resources

Readings:

M & G, Ch 8

Stillman, Readings 11 and Case Study #11 (Admiral Boorda)

November

2nd **Public Policy Development and Evaluation: The Role of Data in Decision Making**

Readings:

M & G, Ch 10

Stillman, Reading 13 and Case Study #13

Or Internet data Assignment

Ethics in Public Administration

Readings:

John Rohr, *Regime Values in Ethics for Bureaucrats*, (ER)

Cooper, Terry, pp. in **The Responsible Administrator**, (ER)

Stillman, Reading 16 and Case Study #16

Video clips: A Man for All Seasons

16th **Citizen Participation and Voices from the Margin**

Readings:

Federalist #10 (ER)

Declaration of Independence (ER)

U.S. Constitution, (ER) (review it)

Derrick Bell, "**And We are Not Saved**," pp. 26-50, "The Chronicle of the Constitutional Contradiction." in **(ER)**
Kathy Ferguson, What Does Feminism Have to Do with Bureaucracy? **(ER)**

Public Administration in the 21st Century: The Refounding of Public Administration

Readings:

The Blacksburg Manifesto **(ER)**

Stillman, 1.2, "The Refounding Movement in American Public Administration"

December

7th

Public Administration in the 21st Century: The New Public Management

Reading:

M & G, Ch 12

Osborne, David and T. Gaebler, excerpt from **Reinventing Government (ER)**

E-government and E-Governance **(ER)**

Review for Final Exam and Debriefing

14th

Final Exam Due

