

CLEVELAND STATE UNIVERSITY
Maxine Goodman Levin College of Urban Affairs
Spring Semester 2004

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 the federal, state and local level and includes the participation of the nonprofit sector and private enterprise, as well.

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 will provide 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 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.

COURSE EVALUATION:

Participation/Newspaper Articles:

Course requirements include attendance, contributions class discussion and bringing relevant articles from the newspapers to class. This comprises 10% of the final grade.

Case Studies:

Case studies are assigned for most classes. Everyone will be part of case teams 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.

When you write up the cases for class be attentive to the following questions.

1. What is/are the central issue(s)?
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?

Cases comprise 20% of the final grade.

Exams:

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	20%
Participation/ Newspaper articles	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.

All additional readings will be placed on electronic reserve with the university library.

CLASS SCHEDULE**January**

26th Introduction, course overview

February

2nd What is Public Administration?

Readings:

Milakovich and Gordon, Ch 1 - 2

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

Blumenthal, "Candid Reflections of a Businessman in Washington,"

9th The Founding Period

Readings:

U.S. Constitution,

Federalist Paper #51

Van Riper, "Wilson and the Founders," Ch.1 in **A Centennial History of the American Administrative State**, (ed) Ralph Chandler

Brian Cook, Bureaucracy and Self Govt, Chs 1-2

16th NO CLASS/ PRESIDENT'S DAY

23rd Development of American Public Administration, continued

Readings:

Stillman, Reading 1.1, 1.2 and the Case Study #1 (Mine Blast in Centralia)

Brian Cook, Bureaucracy and Self Government, Chs. 3-4

March

1st Bureaucratic Politics and Bureaucratic Power

Readings:

M & G, Ch. 3

Stillman, Reading 2
Stillman, Reading 4 and Case Study #4 (The Space Shuttle Challenger)

Video: The Bridge Over the River Kwai: Part II

8th Intergovernmental Relations

Readings:

M & G, Ch 4

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

Take home mid-term exam distributed

*** * DUE FRIDAY, MARCH 12th by 5:00 * * ***

15th SPRING BREAK

22nd Organization Theory and Public Administration

Readings:

M & G, Ch 5

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

29th Management Processes: Budgeting

Readings:

M & G, Ch 9

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

April

5th Management Processes: Human Resources

Readings:

M & G, Ch 8

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

12th Public Policy Development and Implementation

Readings:

M & G, Ch 10

Paskus, Laura "Sound Science Goes Sour"

Stillman, Reading 8 and Case Study #8 (MOVE)

19th Ethics in Public Administration

Readings:

John Rohr, Professionalism, Legitimacy and the Constitution

Cooper, Terry, Citizenship and Professionalism in Public Administration

Stillman, Reading 16 and Case Study #16

Video clips: A Man for All Seasons

26th The Role of Citizenry

Readings:

Federalist #10

Declaration of Independence

U.S. Constitution

Stivers, Camilla Stivers, Camilla (2001) "Citizenship Ethics in Public Administration" In T. Cooper (ed.), **Handbook of Administrative Ethics**. 2nd edition. New York: Marcel Dekker. pp. 583-602.

Derrick Bell, "**And We are Not Saved**," pp. 26-50, "The Chronicle of the Constitutional Contradiction."

OR

Roger Wilkins, "Jefferson's Pillow: The Founding Fathers and the Dilemma of Black Patriotism" Intro, Chs 1-2.

May

3rd The Future of Public Administration

Readings:

Osborne and Gaebler, Introduction, in "Reinventing Government"

Denhardt, Robert and Janet Denhardt, "The New Public Service," **Public Administration Review** 60, 549-559.

Williams, Daniel "Reinventing the Proverbs of Government," **Public Administration Review** 60, 522-534

Cohen, Steven (2001) "A Strategic Framework for Devolving Responsibility And Functions from Government to the Private Sector," **Public Administration Review** 61, 432-40.

10th Final Exam