

**Cleveland State University**  
**PAD 600: Introduction to Public Administration**

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Office Hours: 1:30-2:30 Mon, Wed, Fri  
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Spring 2008  
Section 50, 4 Credits  
Time: 6:00pm to 9:50pm, Wednesdays  
Location: UR 241

**Course Description:**

This course provides an introduction to public administration as a profession and field of study, emphasizing both theoretical and applied topics. It assumes general knowledge of American governmental institutions, but does not assume any previous coursework in public administration. The course presents an overview of the major topics in public administration and provides students a foundation for further study in the field.

**Course Objectives:**

- ❖ Examine the development of public administration as a field of study
- ❖ Introduce readings in public management, organization theory, and the characteristics of the bureaucracy
- ❖ Provide a practical side of public administration to illustrate theory through the use of case studies and in-class exercises
- ❖ Study contemporary and future challenges to the bureaucratic establishment and public management

**Format:**

Attendance is essential and students are expected to be prepared to fully participate in each class. Case studies will be assigned and students will brief the rest of the class on the highlights of the case. The brief is a short (7-10 minutes) presentation of the main facts and issues in the case in order to help guide class discussion.

When you are reading the cases, it is useful to pay close attention to the case's relevance to public administration, the key facts, main issues, theoretical relationships, and practical lessons. Two students will be assigned each case so you must communicate with your case study partner prior to the presentation so as not to overlap. Each student will go twice during the semester.

The midterm is a short take-home exam. You will have one week to complete the exam. You may use any class notes, books, or other readings. However, you may not consult with other classmates. The focus should be on integrating course material and developing ideas and perspectives on them, rather than simply repeating course lectures or readings.

- Late papers will be down-graded 10% per day, including weekends.
- Any form of academic dishonesty, such as cheating on examinations or plagiarism, will **NOT** be tolerated. Students are expected to know and follow the University rules on academic honesty.
- The CSU Student Handbook defines plagiarism as: Stealing and/or using the ideas or writings of another in a paper or report and claiming them as your own. This includes but is not limited to the use, by paraphrase or direct quotation, of the work of another person without full and clear acknowledgment. The penalties for plagiarism are found in the Student Handbook under Academic Regulations. (Academic Regulations <http://www.csuohio.edu/studentlife/conduct/acadregs.html>)
- Students with Special Needs: "Any student who feels he or she may need an accommodation based on the impact of a disability should contact the Office of Disability Services at 216-687-2015 located at UC304." Students should notify the instructor as soon as possible if they have been granted an accommodation through the Office of Disability Services.

**Course Requirements, Grading, and Assignments**

**Texts:** Stillman, Richard J. (2005). *Public Administration: Concepts and Cases*, 8<sup>th</sup> ed. ISBN: 0618310452  
Milakovich, Michael E. and George J. Gordon. (2007). *Public Administration in America*, 9<sup>th</sup> Edition  
ISBN-10: 0495007390

Additional readings are listed by date and are available via <http://www.csuohio.edu/elearning/blackboard/>

### Grading Policy

Midterm Exam	20%
Final Exam	30%
Final Project	
--Proposal Outline	5%
--Oral Presentation	10%
--Final Written Report	20%
Participation and Case Studies	15%

<p>(100-94) (93-90) A, A-  (89-87)(86-83)(82-80) B+, B, B-  (79-77)(76-70) C+, C  (69-60) D (&lt;60) F</p>
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#### 16 Jan 08 Introduction to Public Administration

Course Overview & Introduction: Myths and Facts about the Federal Bureaucracy

State and Local Government Structures

Who are public administrators?

History of Public Administration and Public Personnel

- Project orientation; pairing of teams

*Milakovich & Gordon*

Chapter 1 - Approaching the Study of Public Administration

#### 23 Jan 08 Defining Public Administration \*\*Paper topic Due\*\*

*Milakovich & Gordon*

cont. Chapter 1: Approaching the Study of Public Administration

*Stillman*

Reading 1.1: The Study of Administration (Woodrow Wilson)

Reading 1.2: The Study of Public Administration in the United States (Richard J. Stillman II)

**Case Study 1:** The Blast in Centralia No. 5: A Mine Disaster No One Stopped (John Barlow Martin)

*H. George Frederickson*

Look, Public Administration Ain't Rocket Science (p. 76)

#### 30 Jan 08 Public Organizations

*G.T. Allison*

“Public and Private Management: Fundamentally Alike in All Unimportant Respects?”

*Milakovich & Gordon*

Chapter 2: Public Administration, Democracy, and Bureaucratic Power

*Stillman*

Reading 2: Bureaucracy (Max Weber)

**Case Study 2:** How Kristin Died (George Lardner, Jr.)

#### 6 Feb 08 The General Environment of Public Administration

*Stillman*

Reading 3: The General Environment: Concept of Ecology (John M. Gaus)

**Case Study 3:** Dr. Helene Gayle and the AIDS Epidemic (Norma Riccucci)

Reading 4: Power and Administration (Norton E. Long)

**Case Study 4:** The Columbia Accident (Maureen Hogan Casamayou)

#### 13 Feb 08 Public Administration in the United States

*Milakovich & Gordon*

Chapter 3: Approaching the Study of Public Administration

*Stillman*

Reading 5: American Intergovernmental Relations: An Overview (Laurence J. O'Toole, Jr.)

**Case Study 5:** Wichita Confronts Contamination (Susan Rosegrant)

<b>20 Feb 08</b>	<b>Organizational Theory</b>
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*Milakovich & Gordon*

Chapter 4: Organizational Theory

*Stillman*

Reading 10: Galloping Elephants: Developing Elements of a Theory of Effective Government Organizations (Hal G. Rainey and Paula Steinbauer)

**Case Study 10:** The Lessons of ValuJet 592 (William Langewiesche)

<b>27 Feb 08</b>	<b>Politics Inside the Public Organization: Decision Making (Midterm Exam Distributed)</b>
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*Milakovich & Gordon*

Chapter 5: Decision Making in Administration

*Stillman*

Reading 7: Inside Public Bureaucracy (Richard J. Stillman II)

**Case Study 7:** The Decision to Go to War with Iraq (James P. Pfiffner)

Reading 8: The Science of "Muddling Through" (Charles E. Lindblom)

**Case Study 8:** The MOVE Disaster (Jack H. Nagel)

*Huddleston and Dresang*

Rational Decision Making: Read pgs. 275-278 and bring exercise to be completed in class

<b>5 March 08</b>	<b>Leadership and Group Dynamics ***MIDTERM EXAM DUE***</b>
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*Milakovich & Gordon*

Chapter 6: Chief Executives and the Challenges of Administrative Leadership

*Frederickson: from PA With an Attitude*

Book Two: Leadership in Public Administration

Book Three: Real Public Administration Leaders

*Stillman*

Reading 6: Hawthorne and the Western Electric Company (Elton Mayo)

**Case Study 6:** American Ground: Unbuilding the World Trade Center (William Langewiesche)

**\*\*\*MIDTERM EXAM DUE\*\*\***

<i>No Classes: March 9-16 Spring Recess</i>
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<b>19 March 08</b>	<b>Personnel Management</b>
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*Milakovich & Gordon*

Chapter 7: Public Personnel Administration and Human Resources Development

*Stillman*

Reading 11: The Public Service Culture (Lois Recascino Wise)

**Case Study 11:** Who Brought Bernadine Healy Down? (Deborah Sontag)

<b>26 March 08</b>	<b>Politics Inside the Public Organization: Public Budgeting</b>
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*Milakovich & Gordon*

Chapter 8: Government Budgeting

*Stillman*

Reading 12: The Politics of Public Budgets (Irene S. Rubin)

*Watson: from Public Administration: Cases in Managerial Role Playing*

Case 9: The Politics of County Budgeting: Piecing Together the Budget Puzzle (Clinton P. Taffee)

Case 10: Coping with Revenue Shortfalls: The Experience of a Rural Southern County (Alex Sekwat)

<b>2 April 08</b>	<b>Public Service Ethics and Administrative Law</b>
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*Evan M. Burman and Jonathan P. West*

*Ethics Management and Training* in Public Personnel Management: Current Concerns, Future Challenges, 4<sup>th</sup> edition, Norma M. Riccucci, editor, 2006.

*Stillman (continued on next page)*

Reading 16: Public Administration and Ethics: A Prologue to a Preface (Dwight Waldo)

**Case Study 16:** The Case of the Butterfly Ballot (Robert S. Montjoy and Christa Daryl Slaton)

*Milakovich & Gordon*

Chapter 11: Government Regulation and Administrative Law

<b>9 April 08</b>	<b>The Policy Making Process</b>
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*Milakovich & Gordon*

Chapter 9: Public Policy and Program Implementation

*Stillman*

Reading 13: Synthesizing the Implementation Literature: The Ambiguity-Conflict Model of Policy Implementation (Richard E. Matland)

**Case Study 13:** They Had a Plan (Michael Elliott)

<b>16 April 08</b>	<b>Policy Implementation and Evaluation</b>
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*James E. Anderson*

Policy Impact, Evaluation, and Change (Chapter 7 from *Public Policymaking* 6<sup>th</sup> edition)

*Huddleston and Dresang* (bring decision making Exercise 16 to class)

Policy Implementation: Read pgs. 297-302 and bring exercise to be completed in class

*Huddleston and Dresang*

Policy Evaluation: Read pgs. 311-315 and bring exercise to be completed in class

<b>23 April 08</b>	<b>Performance Management in the Public Sector</b>
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*Milakovich & Gordon*

Chapter 10: Performance Management in the Public Sector

*Stillman*

Reading 9: Administrative Communication (Or How to Make All the Rest Work): The Concepts of Its Professional Centrality (James L. Garnett)

**Case Study 9:** The Shootings at Columbine High School: The Law Enforcement Response (Susan Rosegrant)

**\*\*TEAM PROJECT PRESENTATIONS\*\***

<b>30 April 08</b>	<b>Contemporary Issues in Public Administration</b>
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*Milakovich & Gordon*

Chapter 12: Conclusion: Public Administration in a Time of Conflict and Social Change

*Stillman*

Reading 15: Bureaucracy and the Public Interest (James Q. Wilson)

**Case Study 15:** The Human Genome Project (W. Henry Lambright)

**\*\*TEAM PROJECT PRESENTATIONS\*\***

<b>7 May 08</b>	<b>FINAL EXAM</b>
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**Your final exam will be an in-class closed notes/closed book exam. You will receive the exam questions on April 30. I will choose 3 questions from section A and you will answer 2 of them. I will choose 2 questions from section B and you must answer 1 of them.**

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## GUIDELINES FOR FINAL TEAM PROJECT

Team projects are used in this course because it more accurately reflects what goes on in real-world public administration. Unlike academic projects, government projects are rarely written and carried out by a single individual. A written report will be prepared by teams of 2 students during the semester on one of the public papers contained in either the Mosher or Stillman texts, *Basic Documents of American Public Administration* (provided in class).

Each paper should analyze one basic document in American public administration that has served as a building block for the field. The paper should include the following parts:

**Part 1: *Introduction.*** Outline the content of your report.

**Part 2: *Origins.*** Cover the historical, social, and political background of the particular document.

**Part 3: *Prescriptions.*** Indicate the values, outlooks, processes, or procedures in the document under study and why they were put forward by the authors.

**Part 4: *Operation.*** Show how the administrative document actually was put into practice, and describe its specific achievements or failures, as well as any new problems it created.

**Part 5: *Impact.*** Summarize the contributions of this document to the theory and practice of public administration.

**Part 6: *Conclusion.*** Summarize the key ideas in your report.

This team project is expected to be a scholarly piece of firsthand research using primary sources, field interviews, and the study of documents, hearings, and such. A polished final report that is readable and insightful is expected from each team. Your final project must include a short paragraph from each person briefly describing each team member's contribution. The project will receive a single grade.

The oral presentations by research teams on the documents they are studying are expected at the end of the semester. The formal oral reports should be approximately 10-12 minutes long and should be carefully prepared for class delivery.

1. Use Times New Roman 12 point font, 1-inch margins. The final project must be 20-25 pages, not including references. You may use any type of citation method you choose (APA, MLA, Turabian). Section headings and page numbers are required.
2. There should be no spelling or grammatical errors in the project. Edit, edit, edit!
3. Proofread the final project very carefully. I know I just said this, but it is imperative in the work world and the academic world to be able to express yourself in a cogent and clear manner.