

PA 384C
Advanced Management

Fall 2005

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Office Hours:
Monday 1:30-3:30
or by appt.

Course Description:

This course combines theoretical and practical readings in public administration with activities to promote effective management skills. Course topics provide a survey of the major theoretical topics in the field public administration. Classroom activities and assignments focus on applying these topics to current policy issues and building skills for effective leadership skills such group management, public speaking, written communication, giving and receiving feedback, and using data in policy discourse.

Objectives:

- Understand the central issues of public administration theory and apply these concepts to practical issues in public, nonprofit, or private organizations.
- Apply practical management skills with frequent opportunities for feedback and assessment.
- Use research to investigate current issues in policy and management.

Textbooks:

Adams, G.B. & Balfour, D.L. (2004). *Unmasking Administrative Evil*. Armonk, NY: M.E. Sharpe.

Gormley, W.T. & S. Balla (2004). *Bureaucracy and Democracy: Accountability and Performance*. Washington, DC: CQ Press.

Additional required readings at ERes:

<http://reserves.lib.utexas.edu/eres/>

Required cases at Xanedu:

<http://www.xanedu.com/>

Grading:

Group presentations (3 x 20 pts each)

Small groups will present research on the application of class topics to a specific organization. Grading is based on relevance, application of topics to real life scenarios, and the organization and creativity of the presentation.

Project manager (1 x 20 pts)*

Each presentation will have a “project manager” who will direct that week’s project. You must be a project manager for one of the three projects. The project manager will receive up to 20 extra points for the project he or she manages. Grading is based on the effectiveness and organization of the in class presentation.

Policy briefs (3 x 20 pts each)

Individuals short papers relating the concepts discussed in class to policy issues and management. Grading is based on quality of analysis and clarity of writing.

Class participation (20 pts)

Grading is based on active participation and leadership in class discussion and activities, as well as providing productive and supportive feedback for colleagues.

Final exam (50 pts)

Take-home final will include application of class to policy and management scenarios and self-assessment of management style and competencies.

Total – 200 pts. *

*** For anyone who is unhappy with his or her grade on the Project Manager assignment, there will be an opportunity to make up these points on the final exam by answering an extra question.**

Academic Integrity

You are encouraged to work together on policy memos and other assignments, but each student must hand in a unique, original memo. You may discuss the questions on the take-home final with other students, but you must hand in an original final that is all your own work. Do not work together to write the answers.

All quotes and references to existing works must be cited. Please see the LBJ School’s guide to avoiding plagiarism for details:

<http://www.utexas.edu/lbj/students/writing/plagiarism.pdf>

Calendar

Date	Activity	Assignments
September 12	Overview of Public Administration Form groups for Project #1	Reading: US Constitution
September 19	Discussion: Constant Crisis in PA Dessert Survival Situation & TES	Reading: ERes
September 26	Discussion: Bureaucratic Thinking	Reading: ERes
October 3	Discussion: Internal Communications in Public Agencies Case 1: What if we could start over?	Reading: ERes Case: Xanedu <u>Memo 1 due</u>
October 10	Presentations: Project 1	<u>Organizational Chart Presentations</u>
October 17	Discussion: Agencies Working Together Case 2: Keeping education on the international agenda	Reading: ERes Case: ERes
October 24	Discussion: Stakeholders in Public Work Case 3: Finding black parents	Reading: ERes Case: Xanedu <u>Memo 2 due</u>
October 31	Discussion: Public Accountability	Reading: Gormley & Balla
November 7	Presentations: Project 2	<u>Network Map Presentation</u>
November 14	Discussion: Is Bureaucracy Evil?	Reading: Adams & Balfour
November 21	Discussion: Ethics and PA Case 4: The Woman in the Corridor	Readings: ERes Case: Xanedu
November 28	Discussion: Social Equity	Reading: ERes <u>Memo 3 due</u>
December 5	Presentations: Project 3	<u>Administrative Evil Presentation</u>
December 12	Final Exam Distributed	Exam posted on Blackboard at 10 am
December 16	Final Exam due	<u>Turn in final by 10 am</u>

Readings Assignments

Part I – What is public administration & public management?

September 12

U.S. Constitution

September 19: History of Crisis in Public Administration

Wilson, Woodrow (1887). The Study of Administration. *Political Science Quarterly*. 2(2), 197-222.

Gulick, Luther (1933) Politics, Administration, and the 'New Deal.' *Annals of the American Academy of Political & Social Science*. 169(The Crisis of Democracy), 55-66.

Waldo, Dwight (1952). Development of Theory of Democratic Administration. *The American Political Science Review*. 46(1), 81-103.

Gorham, William (1968). Sharpening the Knife that Cuts the Public Pie. *Public Administration Review*. 28(3), 236-241.

Stivers, Camilla (1995). Settlement Women and Bureau Men: Constructing a Usable Past for Public Administration. *Public Administration Review*. 55(6), 522-529.

Roberts, Alasdair (1997). Performance-based Organizations: Assessing the Gore Plan. *Public Administration Review*. 57(6), 465-478.

Part II – Internal workings of public organizations

September 26: Organizational Structure

Weber, Max (1997). Bureaucracy. In *Classics of Public Administration*. 4th edition. J.M. Shafritz & A.C. Hyde, eds. Fort Worth: Harcourt Brace College Publishers.

NOTE: Weber lived from 1864 to 1920. "Bureaucracy" was first published in 1922.

Taylor, Frederick W. (1997). Scientific Management (original date: 1912). In *Classics of Public Administration*. 4th edition. J.M. Shafritz & A.C. Hyde, eds. Fort Worth: Harcourt Brace College Publishers.

Barnard, Chester (1997). Informal Organizations and Their Relation to Formal Organizations (original date: 1938). In *Classics of Public Administration*. 4th edition. J.M. Shafritz & A.C. Hyde, eds. Fort Worth: Harcourt Brace College Publishers.

Selznick, Philip (1943). An Approach to a Theory of Bureaucracy. *American Sociological Review*. 8(1), 47-54.

Simon, Herbert A. (1997). *The Proverbs of Administration* (original date: 1946). In *Classics of Public Administration*. 4th edition. J.M. Shafritz & A.C. Hyde, eds. Fort Worth: Harcourt Brace College Publishers.

Lindblom, Charles E. (1959) The Science of "Muddling Through." *Public Administration Review*. 19(2), 79-88.

Ostrom, Vincent (1989) *A Theory of Democratic Administration: The Rejected Alternative* (original date: 1973). In *The Intellectual Crisis of Public Administration*. 2nd edition. Tuscaloosa: The University of Alabama Press.

Scott, W. Richard (1998) *Organizations as Open Systems*. In *Organizations*. 4th edition. New Jersey: Prentice Hall.

October 3: Internal Communications

Rousseau, Jean-Jacques (2001). *The Social Contract* (original date: 1762). in *Theories of Democracy: A Reader*. R.J. Tercek & R.C. Conte, eds. Lanham, MD: Rowman & Littlefield Publishers, Inc.

Dewey, John (2001). *Democratic Ends Need Democratic Methods for their Realization* (original date: 1939). in *Theories of Democracy: A Reader*. R.J. Tercek & R.C. Conte, eds. Lanham, MD: Rowman & Littlefield Publishers, Inc.

Orwell, George (1968). *Politics and the English Language* (original date: 1946). In *George Orwell: Essays*. J. Carey, ed. New York: Alfred A. Knopf.

Lipksy, Michael (1980). *Street-level Bureaucrats as Policy Makers*. In *Street-Level Bureaucracy*. New York: Russell Sage Foundation.

Graber, Doris A. (1992). *The Interface of Structure & Function*. In *Public Sector Communication*. Washington, DC: Congressional Quarterly Inc.

Collins, Denis (1997). *The Ethical Superiority and Inevitability of Participatory Management as an Organizational System*. *Organization Science*. 8(5), 489-506.

Cotton, John L. *et al.* (1988). *Employee Participation: Diverse Forms and Different Outcomes*. *Academy of Management Review*. 13(1), 8-22.

Part III – External Accountability of Public Organizations

October 17: Intergovernmental Communications

Pressman, Jeffrey & Aaron Wildavsky (1984). The Complexity of Joint Action. In *Implementation*. 3rd edition. Berkeley, CA: University of California Press.

Wylde, Kathryn (1986). Partnerships for Housing. *Proceedings of the Academy of Political Science*. 36(2), Public-Private Partnerships: Improving Urban Life, 111-121.

Weiss, Janet A. (1987) Pathways to Cooperation Among Public Agencies. *Journal of Policy Analysis and Management*, 7(1), 94-117.

Schneider, Mark *et al.* (2003). Building Consensual Institutions: Networks and the National Estuary Program. *American Journal of Political Science*. 47(1), 143-158.

October 24: Stakeholder Participation

Whitaker, Gordon, P. (1980). Coproduction: Citizen Participation in Service Delivery. *Public Administration Review*, 40(3), 240-246.

Cooper, Terry L. (1985). The Public-Private Continuum: Interdependence in a Democratic Society. *Public Budgeting and Finance*. 5(3), 99-115.

Beierle, Thomas C. & David M. Konisky (2000). Values, Conflict, and Participation in Environmental Planning. *Journal of Policy Analysis & Management*, 19(4), 587-602.

Walters, Lawrence C. *et al* (2000). Putting More Public in Policy Analysis. *Public Administration Review*, 60(4), 349=359.

Warner, Beth E. (2001). J.S. Mill's Theory of Bureaucracy within Representative Government: Balancing Competence and Participation. *Public Administration Review*, 61(4), 403-413.

Krishna, Anirudh (2003). Partnerships between Local Governments and Community-Based Organisations: Exploring the Scope for Synergy.?" *Public Administration and Development*, 23, 361-371.

Irvin, Renee A. & John Stansbury (2004). Citizen Participation in Decision Making: Is It Worth It? *Public Administration Review*, 61(1), 55-65.

October 31: External Accountability

Gormley, William T. & Steven J. Balla (2004). *Bureaucracy & Democracy*. Washington, DC: CQ Press.

Part IV: Ethical Governance

November 14: Administrative Evil

Adams, Guy B. & Danny L. Balfour (2004). *Unmasking Administrative Evil*. Revised edition. Armonk, NY: M.E. Sharpe.

November 21: Ethics for Public Service

Friedrich, Carl J. (1935). Responsible Public Service Under the American Constitution. In *Problems of the American Public Service*.

Finer, Herman (1941). Administrative Responsibility in Democratic Government. *Public Administration Review*, 1(4), 335-350.

Frederickson, H. George (1982). The Recovery of Civism in Public Administration. *Public Administration Review*, 42(6), 501-508.

Cooper, Terry L. (1984). Citizenship and Professionalism in Public Administration. *Public Administration Review*, 44, Special Issue: Citizenship and Public Administration, 143-149.

Cooper, Terry L. (1987). Hierarchy, Virtue, and the Practice of Public Administration: A Perspective for Normative Ethics. *Public Administration Review*, 47(4), 320-328.

Frederickson, H. George & David F. Frederickson (1995). Public Perceptions of Ethics in Government. *Annals of the American Academy of Political and Social Science*, 537, Ethics in American Public Service, 163-172.

Zajac, Gary & Louise K. Comfort (1997). "The Spirit of Watchfulness": Public Ethics as Organizational Learning. *J-PART*, 7(4), 541-569.

Case: The Woman in the Corridor

November 28: Achieving Social Equity in Public Affairs

Frederickson, George (1997). Toward a New Public Administration (original date: 1971). In *Classics of Public Administration*. 4th edition. J.M. Shafritz & A.C. Hyde, eds. Fort Worth: Harcourt Brace College Publishers.

Meier, Kenneth J. & Nigro, Lloyd G. (1976). Representative Bureaucracy & Policy Preferences: A Study in the Attitudes of Federal Executives. *Public Administration Review*, 36(4), 458-469.

Sen, Amartya (1999). Poverty as Capability Deprivation. In *Development as Freedom*. New York: Anchor Books.

Kellogg, Wendy A. & Anjali Mathur (2003). Environmental Justice & Information Technologies: Overcoming the Information Access Paradox in Urban Communities. *Public Administration Review*, 63(5), 573-585.

Cornwall, Andrea (2003). Whose Voices? Whose Choices? Reflections on Gender and Participatory Development. *World Development*, 31(8), 1325-1342.