Course Description

This course is an introduction to public administration in the United States as a profession and field of study. It is designed to give students a working knowledge of the history, theories and practice of public administration at the national, state and local levels. Students are introduced to the major topics in public administration and its intellectual development which provides a foundation for further study of the field.

Course Objectives

The course has four objectives: to examine the development of public administration as a field of study; to study readings in public management, organization theory, and bureaucracy; to examine the practice of public administration through case studies and small group exercises in class; and to understand current and future challenges facing the field.

Required Reading


Recommended Reference:

Web site: [http://owl.english.purdue.edu/handouts/research/r_apa.html](http://owl.english.purdue.edu/handouts/research/r_apa.html). This is a simple guide to the American Psychological Association (APA) style.

ADA If you believe that you require accommodations under the Americans with Disabilities Act (ADA), please contact the Office of Disability Services at 687-2015.

Course Requirements
Course grades will be based on the following criteria:

**Class preparation and participation – 10%**

Attendance and dialogue are important components of this course. You are expected to come to class prepared to thoughtfully discuss the assigned readings and to have completed the exercises within the chapters. All assignments must be typed. Please contact me before class if you are unable to attend. You are responsible for obtaining notes and information from your colleagues if you miss class.

**Facilitate class discussion of a case from Stillman – 10%**

Each student will choose and facilitate one case discussion during the semester. Before the discussion give the class a 7-10 minute summary of the case including the main facts, the relevance of the case to public administration, the issues and practical lessons.

**Research proposal – 10%**

In order to make writing your research paper more enjoyable, you will prepare a 3-5 page research proposal detailing the research problem / situation, audience, proposed solution(s) and proposed literature search. You are encouraged to study and develop solutions to a public administration problem in your workplace. If you choose to do field research, I will help you submit your proposal to the CSU Institutional Review Board in order to protect human subjects. Note that the process may take up to four weeks so you must begin early in the semester. Please refer to the Guidelines for Research Proposal and Paper at the end of this syllabus.

**Midterm examination – 20%**

The midterm is a take home short essay exam.

**Research paper – 20%**

The paper should be written using APA style and be 10-15 pages long. The paper should demonstrate your understanding of the public administration theory you are applying and some viable solution(s) using appropriate citations and at least 15 references from peer reviewed journals. You must submit your paper to turnitin (a plagiarism checking site) before you hand it in to me so that you can see if you inadvertently plagiarized. If you do not do so, you will automatically lose 5 of the 20 points possible for this assignment.

**Presentation of research – 10%**

You will have an opportunity to share the results of your research with the class at the end of the semester. You will have 10 minutes to present followed by five minutes for questions.
Final Examination – 20%

The final will be a take home examination focused on challenges confronting the field.

Grades:
Using this table as a guide, you will always know how you are doing in the course.

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<thead>
<tr>
<th>Grade</th>
<th>Range</th>
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<tr>
<td>A</td>
<td>95-100</td>
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<td>A-</td>
<td>90-94</td>
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<td>B+</td>
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<td>B</td>
<td>80-84</td>
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<td>B-</td>
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<td>C</td>
<td>70-74</td>
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<td>F</td>
<td>below 70</td>
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Academic Misconduct

Students are expected to follow the highest standards of academic and professional honesty. Plagiarism will result in an automatic grade of F. Please consult the CSU Policy on Academic Misconduct in the Student Handbook which is available through the University’s website: www.csuohio.edu.

Course Outline – Reading Topics and Assignments

Jan. 18
Week 1
Introduction to Course
Personal Introductions
Research Project Brainstorming

Jan. 25
Week 2
Milakovitch & Gordon, Chapter 1: Approaching the Study of Public Administration

 Stillman, Reading 1.1: The Study of Administration (Woodrow Wilson) and 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)

Feb. 1
Week 3
Milakovitch & Gordon, Chapter 2: Public Administration, Democracy, and Bureaucratic Power

 Stillman, Reading 2: Bureaucracy (Max Weber)

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

Feb. 8
Week 4
Stillman, Reading 3: The Ecology of Public Administration (John M. Gaus)

 Case Study 3: William Robertson: Exemplar of Politics and Public Management Rightly Understood (Terry L. Cooper and Thomas A. Bryer)
 Reading 4: Power and Administration (Norton E. Long)

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

Feb. 15
Week 5
Milakovitch & Gordon, Chapter 3: Federalism and Intergovernmental Relations
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<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Reading 1</th>
<th>Reading 2</th>
<th>Case Study 1</th>
<th>Case Study 2</th>
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<tr>
<td>Feb. 22</td>
<td>Stillman, Reading 5: From Cooperative to Opportunistic Federalism (Tim Conlan)</td>
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<td><strong>Case Study 5:</strong> Wichita Confronts Contamination (Susan Rosegrant)</td>
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<td>Week 6</td>
<td>Milakovich &amp; Gordon, Chapter 4: Organizational Theory</td>
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<td>March 1</td>
<td>Research Proposals Due</td>
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<td>Week 7</td>
<td>Milakovich &amp; Gordon, Chapter 5: Decision Making in Administration</td>
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<td>March 8</td>
<td>Midterm Distributed</td>
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<td>Week 8</td>
<td>Milakovich &amp; Gordon, Chapter 6: Chief Executives and the Challenges of Administrative Leadership</td>
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<td>March 15</td>
<td>Spring Break – No Class</td>
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<td>March 22</td>
<td>Midterm Due</td>
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<td>Week 9</td>
<td>Milakovich &amp; Gordon, Chapter 7: Public Personnel Administration and Human Resources Development</td>
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<td>March 29</td>
<td>Milakovich &amp; Gordon, Chapter 8: Government Budgeting</td>
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<td>Week 10</td>
<td>Stillman, Reading 12: The Politics of Public Budgets (Irene S. Rubin)</td>
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Case Study 12: Death of a Spy Satellite Program (Philip Taubman)

April 5
Week 11
Milakovich & Gordon, Chapter 11: Government Regulation and Administrative Law

Stillman, Reading 16: Public Administration and Ethics: A Prologue to a Preface (Dwight Waldo)
Case Study 16: George Tenet and the Last Great Days of the CIA (Richard D. White, Jr.)

April 12
Week 12
Milakovich & Gordon, Chapter 9: Public Policy and Program Implementation

Stillman, Reading 15: Public Policy and the Nature of Administrative Responsibility (Carl J. Friedrich); Administrative Responsibility in Democratic Government (Herman Finer)
Case Study 15: Torture and Public Policy (James P. Pfiffner)

April 19
Week 13
Research Papers Due

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)

April 26
Week 14
Research Presentations

Milakovich & Gordon, Chapter 12: Conclusion: Public Administration in a Time of Conflict and Social Change

Stillman, Reading 14: Issue Networks and the Executive Establishment (Hugh Heclo)
Case Study 14: Reinventing School Lunch: Transforming a Food Policy into a Nutrition Policy (Laura S. Sims)

May 3
Week 15
Research Presentations
Final Exam Distributed

May 10
Final Exam Due – No Class
Guidelines for Research Proposal and Final Paper

Format: The proposal and paper should be written in American Psychological Association (APA) style. This is a very simple author/date style that we will discuss in class. Please double space your paper, use a simple typeface (e.g., Times New Roman), 12-point type, and put a one-inch margin around the text. Make sure to number the pages and use paragraphs rather than spaces to separate groups of sentences. You may use headings and your final paper should include the results of any field research you have done. You do not need to prepare an abstract or use a running header on each page, but you should have a title page. Begin numbering the pages after the title page.

State the problem: You will write this section for the proposal and then include it in the final paper but change the tense (from future to past). What specific public administration problem or policy do you want to study? Provide some background on the problem or policy in this section.

Audience: You will write this section for the proposal and include it in your final paper. Who are you writing this paper for? Your tone will vary depending on who you are speaking to. Your audience may be the members of the class, or you may want to share your work with your supervisor.

What do you think the solutions are? You will write this section for the proposal and include it in the final paper. Be very specific in stating what you think the solutions may be, especially if you have studied or worked on this problem in your agency. Provide evidence that your proposed solutions may solve the problem or improve the policy outcomes.

Literature search: For the proposal you will only need a sentence or two saying where you will look in the literature. Is the issue specific to a specific discipline (e.g., health care administration, law enforcement)? You do not need to list your references in the proposal, but you should include one reference in the text of the proposal and list it as a Reference to demonstrate that you understand APA citation. Your final paper however, must contain at least 15 references from peer-reviewed journals that you have found on your own. You must discuss each article in your paper. You may also use book references but these do not count towards the 15 articles. The CSU librarians are very helpful and a wonderful resource. The CSU librarian assigned to work with students in our college is Diane Kolosionek. Her email address is d.kolosionek44@csuohio.edu and her phone number is 216-802-3358.

Research design: (Proposal) Explain, in detail, how you will test your proposed solutions. Most students will simply review the literature on their topic. Others may choose to do field research. If you do field research (i.e., interviews, surveys of your co-workers), you MUST submit your plan to the CSU IRB before you conduct the research but you only need 10 peer reviewed articles. Either way you must discuss your results in the paper, either by explaining how what you found in the literature compared with your
initial thoughts about a solution or how you conducted your field research and what you found. We will discuss this process in class.

Conclusion (for final paper only): Discuss whether the literature or field research supported the solutions that you proposed initially and how it can be applied to the problem / policy.

Note: It is extremely important that you perform your research on your own time unless you have permission from your supervisor to do the work while you are on the job. A cooperative relationship with your supervisor is essential! If you do not believe you can safely study a problem in your organization, please discuss your proposal with me before proceeding.