

PADP 6910: PUBLIC ADMINISTRATION AND DEMOCRACY
University of Georgia
Fall 2016

General Information

Instructor: Sarah Beth Gehl, PhD

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Office Hours: Tuesdays 9am to 11:30am, or by appointment (Franklin House, Room 113D)

Class Meetings: Thursdays, 3:30pm to 6:15pm

Class Location: Journalism 508

Learning Objectives

Upon completing this course, students will be able to address the following questions:

- What is public administration?
- What are the tools of public administrators? Who are public administrators?
- What are the historical foundations of public administration? What are the modern reforms and trends?
- What are the accountability mechanisms, both internal and external, for public administration?

Course Requirements

- Each student must complete the assigned readings as scheduled.
- Each student must actively participate in class discussions and activities.
- Each student must complete all assignments and submit them on time.
- Each student must be respectful of other students' ideas and experiences.

Required Reading

1. Cooper, Terry (2012) *The Responsible Administrator*. 6th edition. San Francisco: Jossey-Bass.
2. Goodsell, Charles T. (2015) *The New Case for Bureaucracy*. Los Angeles: Sage.
3. Stillman, Richard J., II (2010) *Public Administration: Concepts and Cases*. 9th edition. Boston: Wadsworth.

For writing tips, see the Purdue OWL site:

<https://owl.english.purdue.edu/owl/resource/679/01/>

Grade Weights		Grading Scale	
Class participation/reading questions:	15%	A	94-100
Case presentation:	15%	A-	90-93
Ethical dilemma memo:	20%	B+	87-89
Midterm exam:	20%	B	84-86
Final exam:	30%	B-	80-83
TOTAL	100%	C+	77-79
		C	74-76
All assignments must be submitted electronically through eLearning Commons before class.		C-	70-73
		D	60-69
		F	<60

Classroom Disruption Policy

Students are not allowed to use cell phones, laptops, or any other devices that may reduce attention in the classroom, unless otherwise approved by the instructor.

Students with Disabilities

If you have a condition that makes it difficult to complete the work described in this syllabus, please notify the Disability Resource Center and the instructor within the first two weeks of class in order to develop alternative arrangements. All information and documentation of the disability will be confidential. All documentation must be received and relayed to the instructor within the first four weeks of class.

Plagiarism and Academic Honesty

Students are expected to follow UGA's *Academic Honesty Policy* with respect to all class assignments, exams, and interactions. Plagiarism is the use of another person's ideas and/or words without acknowledgement. Plagiarism, unauthorized assistance, and other forms of academic dishonesty will result in a grade of "F" on the assignment and may result in an "F" in the course as well. See Purdue Owl's website for good study and writing habits to help you avoid plagiarism: <https://owl.english.purdue.edu/owl/resource/589/03/>.

Assignments

Class Participation and Reading Questions

Class attendance and active participation are vital to success in this course. Class participation will be graded by attendance and by quality participation in class activities. Each class session involves readings and case studies. Students should take notes on all readings and case studies and be prepared to discuss in class. For the readings, you will have to submit a reading question online to eLearning Commons by 10PM on Wednesdays. For the case studies, be prepared to discuss what you would do in those situations.

Case Presentation

The Stillman book includes cases at the end of each chapter. Students will be assigned to groups to present a case to the class. You should discuss the case's problems and solutions, practical relevance, application to theory, and your own innovative solutions to the management challenges. You must draw on five additional sources. Presentations should be no longer than 20 minutes in length with class discussion following.

Ethical Dilemma Memo

Students will write a 5 page memo on a public sector ethical dilemma of their choosing. Instructions for format and content will be provided. Students will bring a draft memo to class on November 10th and work in small groups to refine their memos. Final memos are due by 10PM on November 18th.

Midterm and Final Exams

There will be a midterm and final exam, which are both open-note, take-home, and essay form. Exams will be posted online, and students must submit the exams online by the assigned time. Grading rubrics will be provided prior to the exams.

Course Schedule and Assignments:

- Aug. 11 **Introductions and Overview of the Course**
- Aug. 18 **Purpose and Tools of Public Administration**
Stillman, ch. 1 and case 1
Salamon, ch. 1 and 20 (eLC)
Sandfort, Jodi, Sally Coleman Selden, and Jessica E. Sowa. 2008. "Do government tools influence organizational performance?" *American Review of Public Administration*, 38(4), 412-438.
- Aug. 25 **Democratic Theory**
Dahl, Robert (1998) *On Democracy*. New Haven: Yale University Press.
(Read pgs. 1-4, 35-43, 69-74, 78-80, 118; Available to read online through the UGA library)
- Sept. 1 **Administrative Organizations: Defining (and Defending?) Bureaucracy**
Stillman, ch. 2 and case 2
Stillman, ch 11
Goodsell, ch. 1
Herbert A. Simon, "The Proverbs of Administration," *Public Administration Review* 4 (Winter 1946): 53-67
- Sept. 8 **The Political Environment and Administrative Power**
Stillman, ch. 4 and case 4
Stillman, ch. 5
Goodsell, ch. 4 (pg 125-135)
Pandey, S.K. and Wright, B.E. (2006) "Connecting the Dots in Public Management: Political Environment, Organizational Goal Ambiguity, and the Public Manager's Role Ambiguity," *Journal of Public Administration Research and Theory*, 16(4): 511-532.
- Sept. 15 **Administrative Responsibility and the Public Interest**
Stillman, ch 15 and case 15
Goodsell, ch. 4 (pg 135-142, 151-163)
Bryson, J.M. et al (2012) "[Designing Public Participation Processes.](#)" *Public Administration Review*.
- Sept. 22 **Judicial Institutions and Regulation**
Kettl, ch. 13 (eLC)
Moe, R. C., & Gilmour, R. S. (1995). Rediscovering Principles of Public-Administration - the Neglected Foundation of Public-Law. *Public Administration Review*, 55(2), 135-146.

- Rosenbloom, D. H. (2000). Retrofitting the administrative state to the constitution: Congress and the judiciary's twentieth-century progress. *Public Administration Review*, 60(1), 39-46.
- Wise & O'Leary. (2003). Breaking up Is Hard to Do: The Dissolution of Judicial Supervision of Public Services. *Public Administration Review*, Vol. 63(2), 177-191.

Sept. 29

Take-home Midterm Exam

Exam will be posted on eLearning Commons at 3:30PM
Due to eLc by 3:30PM the following day (Sept. 30)

Oct. 6

NO CLASS

Internal Accountability

Oct. 13

Budgeting and Decision-Making

Stillman, ch. 8 and 12. Case 12

V.O. Key. (1940) "Lack of a Budgetary Theory." *American Political Science Review*, 34(6):1137-1144.

Mikesell, J.L. and Mullins, D.R. (2011) Reforms for Improved Efficiency in Public Budgeting and Finance: Improvements, Disappointments, and Work-in-Progress. *Public Budgeting & Finance*, Winter, 1-30.

Oct. 20

People in PA

Stillman, ch. 7. Case 7.

Goodsell, ch. 3

O'Toole, L. J., & Meier, K. J. (2008). The human side of public organizations: Contributions to organizational performance. *The American Review of Public Administration*.

Pitts, D. W. (2005). Diversity, representation, and performance: Evidence about race and ethnicity in public organizations. *Journal of Public Administration Research and Theory*, 15(4), 615-631.

Brewer, G. A. (2011). Parsing Public/Private Differences in Work Motivation and Performance: An Experimental Study. *Journal of Public Administration Research and Theory*, 21(suppl 3), i347.

Christensen, R. K., & Wright, B. E. (2011). The Effects of Public Service Motivation on Job Choice Decisions: Disentangling the Contributions of Person-Organization Fit and Person-Job Fit. *Journal of Public Administration Research and Theory*.

Oct. 27

Ethics

Stillman, ch. 16. Case 16.

Goodsell, ch. 5

Cooper, chs. 1 and 2

- Nov. 3 **Ethics**
Cooper chs. 3-5
- Nov. 10 **Ethics**
Cooper, chs. 6-10
Bring draft memo to class. Group time on ethics.
Final memo due on Nov. 18th.
- Nov. 17 **Modern PA: Reform, NPM, and Contracting**
Stillman, ch. 13. Case 13.
Goodsell, ch. 4 (pg. 142-151)
Milena I. Neshkova and Tatiana Kostadinova. 2012. "The effectiveness of administrative reform in new democracies." *Public Administration Review*, 72 (3), 324-335.
Dunleavy, P. and Hood, C. (1994) "From old public administration to new public management." *Public Money & Management*, 14(3).
Trevor L. Brown and Matthew Potoski. 2004. "Managing the public service market." *Public Administration Review*, 64 (6), 656-668.
Christine A. Kelleher and Susan Webb Yackee. 2009. "A political consequence of contracting: Organized interests and state agency decision making." *Journal of Public Administration Research and Theory*, 19 (3), 579-602.
- Nov. 24 NO CLASS, THANKSGIVING
- Dec. 1 **Modern PA: Governance, Collaboration, Networks**
Stillman, ch. 10 and 14. Case 10.
Dunleavy, P. et al (2006) "NPM is Dead—Long Live Digital-Era Governance." *Journal of Public Administration Research and Theory*, 16(3): 467-494.
John Alford and Owen Hughes. 2008. "Public value pragmatism as the next phase of public management." *American Review of Public Administration*, 38 (2), 130-148.
O'Toole , Laurence J ., Jr. , and Kenneth J. Meier (2004). Desperately Seeking Selznick: Co-optation and the Dark Side of Public Management in Networks. *Public Administration Review*, 64(6): 681-694.
Heinrich (2010). Third-Party Governance under No Child Left Behind: Accountability and Performance Management Challenges. *JPART*. 20:i59-i80.
Smith, Steven R. (2008). The Challenge of Strengthening Nonprofits and Civil Society. *Public Administration Review*, 68(1): S132-S145.
Final exam will be posted online at 6:30PM
- Dec. 8 **Final exam due by 6:30PM**