

PADP 3000: Introduction to Public Administration

Melanie Waddell

Fall 2022

CRN 46645

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Class Time: MWF 12:40 – 1:30
Location: Baldwin Hall 0101D

Office Hours: MW 2:00 – 3:00, Baldwin Hall 406

Course Description:

This course is designed to provide students an overview of major issues of administration and public agencies, such as personnel, finance, administrative law, and the growth and significance of governmental bureaucracy. This class will be comprised of discussion and lecture regarding basic issues in PA. It is meant to provide you with an introductory level of knowledge from which to explore deeper issues in PA. Ultimately, you should leave this class with an understanding of the American political system and how it relates to the field of public administration.

Prerequisites: POLS 1101 or POLS 1101E or POLS 1105H

Course Readings:

There is no required text for this course. Readings are available via the class eLC class content page.

Required Technology & Communication:

The course materials as well as course announcements will be posted through eLC. Assignments should be submitted online through eLC. Please note that you cannot reply to an email I send out via eLC (ending in @uga.view.usg.edu) through your campus email. You can only reply to emails sent via eLC through the messaging tab in eLC itself. Due to privacy and confidentiality concerns, I can only reply to emails sent from your UGA account (or through the eLC messaging tab). If you would like to attend office hours but cannot meet during the scheduled time, please email me to set up an alternative. I am happy to provide Zoom office hours as well as in person hours at a different time convenient to us both. Office hours are set aside for students, so please do not hesitate to drop by or set up an appointment for another time.

Grading:

Memo 1 – 25%
Memo 2 – 25%
Midterm – 25%
Final – 25%

Note – Participation will not be graded but is expected as this is a discussion-based course. I may also provide weekly assignments based on participation and students' grasping of material in

class. If this becomes necessary, I will adjust the grading breakdown to reflect these assignments and update the syllabus.

100-94 A	79-77 C+	63-60 D-
93-90 A-	76-74 C	59-0 F
89-87 B+	73-70 C-	
86-84 B	69-67 D+	
83-80 B-	66-64 D	

Late Assignments and Make-Up Policy:

Documentation for legitimate excuses for absence from an exam (e.g., emergency or illness) must be presented and accepted prior to the exam when feasible. Late assignments will be docked 5% per day (including weekends). Please note that exams are not assignments. If you have any issues, please let me know. Most problems you may experience during the course can be solved fairly easily if you let me know early – this includes any requests for exam changes, extensions, etc. I understand emergencies happen, but I am going to be able to assist you far more if you can let me know of any issues in advance.

Disability Resource Center:

If you anticipate needing accommodations due to the impact of a disability or medical condition, you must register for services with the Disability Resource Center. Additional information can be found here: <https://drc.uga.edu/>

Withdrawal Policy:

Undergraduate students can only withdraw from four courses and receive a withdrawal-passing (WP) grade while enrolled at the University. Students can drop any class without penalty during the drop/add period at the beginning of every semester. Dropped courses during the drop/add period do not qualify as withdrawals. Instructors have the ability to withdraw a student from the class due to excessive absences. Please review the policy here: <https://reg.uga.edu/general-information/policies/withdrawals/>

Culture of Honesty Policy:

You are responsible for knowing and complying with the policy and procedures relating to academic honesty. To understand what constitutes dishonest work, as defined by the University, please carefully review the policy here: https://honesty.uga.edu/resources/documents/academic_honesty_policy_2017.pdf

Sensitive Issues:

Professional courtesy and sensitivity are especially important with respect to individuals and topics dealing with differences of race, culture, religion, politics, sexual orientation, gender, gender variance, and nationalities. Please advise me of pronoun/name preferences early in the semester so that I may make appropriate changes to my records. Also please note that sensitive topics may be discussed during this course when used as examples of policies. I will endeavor to treat these topics with the deference and sensitivity they deserve, but this is at its core, a class about American politics so these issues may be important to discuss. If you have any issues with any topics brought up (or any topics that may conceivably come up), please let me know.

Mental Health and Wellness Resources:

If you or someone you know needs assistance, you are encouraged to contact Student Care and Outreach in the Division of Student Affairs at 706-542-7774 or visit <https://sco.uga.edu>. They will help you navigate any difficult circumstances you may be facing by connecting you with the appropriate resources or services.

UGA has several resources for a student seeking mental health services (<https://www.uhs.uga.edu/bewelluga/bewelluga>) or crisis support (<https://www.uhs.uga.edu/info/emergencies>).

If you need help managing stress anxiety, relationships, etc., please visit BeWellUGA (<https://www.uhs.uga.edu/bewelluga/bewelluga>) for a list of FREE workshops, classes, mentoring, and health coaching led by licensed clinicians and health educators in the University Health Center.

Course Schedule:

Week 1: Origins of Public Administration

August 17 – Syllabus Overview and Introduction

August 19 – Constitutional Foundations

- Various. (1787). *U.S. Constitution*: Article I § 8; Article II § 2-3; Article III § 2.
- Wilson, W. (1887). The study of administration. *Political science quarterly*, 2(2), 197-222.

Week 2: What is Public Administration?

August 22 – Theoretical Foundations

- Simon, H. A. (2018). The proverbs of administration. In *Democracy, bureaucracy, and the study of administration* (pp. 38-59). Routledge.

August 24 – A “Science” of Administration?

- Dahl, R. A. (2018). The science of public administration: Three problems. In *Democracy, bureaucracy, and the study of administration* (pp. 60-76). Routledge.

August 26 – What is PA?

- Long, N. E. (1952). Bureaucracy and constitutionalism. *American Political Science Review*, 46(3), 808-818.
- Rosenbloom, D. H. (1983). Public Administrative Theory and the Separation of Powers. *Public Administration Re-view*, 43(3), 219-227.

Week 3: Organizational Theory

August 29 – Organization Commitment and Empowerment

- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, 1(1), 61-89.
- Fernandez, S., & Moldogaziev, T. (2013). Employee empowerment, employee attitudes, and performance: Testing a causal model. *Public Administration Review*, 73(3), 490-506.

August 31 – Representative Bureaucracy

- Bradbury, M. D., & Kellough, J. E. (2008). Representative bureaucracy: Exploring the potential for active representation in local government. *Journal of Public Administration Research and Theory*, 18(4), 697-714.

September 2 – No class (work day for Memo 1 instead)

Week 4: Personnel

September 5 – No class (Labor Day)

September 7 – Performance

- Brewer, G. A., & Walker, R. M. (2013). Personnel constraints in public organizations: The impact of reward and punishment on organizational performance. *Public administration review*, 73(1), 121-131.

September 9 – Goals

- Seijts, G. H., Latham, G. P., Tasa, K., & Latham, B. W. (2004). Goal setting and goal orientation: An integration of two different yet related literatures. *Academy of management journal*, 47(2), 227-239.

Week 5: Growth and Significance of Bureaucracy

September 12 – Contracts

- Brown, T. L., Potoski, M., & Van Slyke, D. M. (2017). Managing public service contracts: Aligning values, institutions, and markets. In *Debating Public Administration* (pp. 155-175). Routledge.

September 14 – Networks

- O'Toole Jr, L. J. (2015). Networks and networking: The public administrative agendas. *Public administration review*, 75(3), 361-371.

September 16 – Dual Nature of Bureaucracy (Inefficient and Efficient)

- Williamson, O. E. (1999). Public and private bureaucracies: a transaction cost economics perspective. *The Journal of Law, Economics, and Organization*, 15(1), 306-342.

Week 6: Growth and Significance of Bureaucracy (cont.)

September 19 – Dual Nature of Bureaucracy (Case Studies)

September 21 – Decentralization

- Smith, S. R., & Smyth, J. (1996). Contracting for services in a decentralized system. *Journal of Public Administration Research and Theory*, 6(2), 277-296.

September 23 – Online Lecture on Federalism and Decentralization (*no new readings*)

Week 7: Federalism, Nonprofits, and Organizations

September 26 – Role of Government Organizations

- Van Slyke, D. M. (2007). Agents or stewards: Using theory to understand the government-nonprofit social service contracting relationship. *Journal of public administration research and theory*, 17(2), 157-187.

September 28 – Accountability and Mission

- Smith, S. R. (2008). The challenge of strengthening nonprofits and civil society. *Public Administration Review*, 68, S132-S145.

September 30 – Online Lecture on Ethics (*no new readings*)

Week 8: Privatization and Changing Landscape

October 3 and October 5 – Case Studies (no readings this week)

October 7 – *No class (Midterm)*

Week 9: Coordination and Cooperation

October 10 – Introduction to Coordination and Cooperation/Memo 1 Questions

- **Memo 1 due**

October 12 – Collaborative Governance

- Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of public administration research and theory*, 18(4), 543-571.

October 14 – Cross Sector Collaboration

- Andrews, R., & Entwistle, T. (2010). Does cross-sectoral partnership deliver? An empirical exploration of public service effectiveness, efficiency, and equity. *Journal of public administration research and theory*, 20(3), 679-701.

Week 10: Tasks

October 17 – Competing Mandates and Loyalties

- Carrigan, C. (2018). Unpacking the effects of competing mandates on agency performance. *Public Administration Review*, 78(5), 669-683.

October 19 – Day to Day work and Political Pressure

- Wood, A. K., & Lewis, D. E. (2017). Agency performance challenges and agency politicization. *Journal of Public Administration Research and Theory*, 27(4), 581-595.

October 21 – Street-Level Bureaucrats

- Excerpts from Lipsky, M. (2010). *Street-level bureaucracy: Dilemmas of the individual in public service*. Russell Sage Foundation.

Week 11: Decision-making

October 24 – Management

- ***Withdrawal deadline***
- Hassan, S., & Hatmaker, D. M. (2015). Leadership and performance of public employees: Effects of the quality and characteristics of manager-employee relationships. *Journal of Public Administration Research and Theory*, 25(4), 1127-1155.

October 26 – Decision Content

- Bozeman, B., & Pandey, S. K. (2004). Public management decision making: Effects of decision content. *Public administration review*, 64(5), 553-565.

October 28 – *No class (Fall break)*

Week 12: Administrative Law

October 31 – Rulemaking

- Administrative Procedure Act (1946)
- Case Excerpts (on eLC)

November 2 – Adjudication, Due Process, and Hearings

- Administrative Procedure Act (1946)
- Case Excerpts (on eLC)

November 4 – *No class (work day for Memo 2 instead)*

Week 13: Budgeting

November 7 – Theoretical Foundation (or lack thereof)

- Key, V. O. (1940). The lack of a budgetary theory. *American Political Science Review*, 34(6), 1137-1144.

November 9 – Issues in Budgeting

- Lindblom, C. E. (1959). The Science of “Muddling Through.” *Public Administration Review*, 19(2), 79–88. <https://doi.org/10.2307/973677>
- Lindblom, C. E. (1979). Still Muddling, Not Yet Through. *Public Administration Review*, 39(6), 517–526. <https://doi.org/10.2307/976178>

November 11 – Budget Reform

- Rubin, I. (2007). The great unraveling: Federal budgeting, 1998–2006. *Public Administration Review*, 67(4), 608-617.

Week 14: Accountability

November 14 – Who do bureaucrats answer to? Why does this matter?

- Kaufman, H. (1969). Administrative decentralization and political power. *Public administration review*, 29(1), 3-15.

November 16 – Neutral Competence (Pros/Cons)

- Rourke, F. E. (2018). Responsiveness and neutral competence in American bureaucracy. In *Democracy, Bureaucracy, and the Study of Administration* (pp. 205-221). Routledge.
- **In-class Discussion with Assigned Roles**

November 18 – Online Lecture: President-Bureaucracy Relationship

- Pfiffner, J. P. (1987). Political appointees and career executives: The democracy-bureaucracy nexus in the third century. *Public Administration Review*, 57-65.

Week 15: Reforms

November 21 – Budget Reforms in More Detail

- No new readings, instead refamiliarize yourself with: Rubin, I. (2007). The great unraveling: Federal budgeting, 1998–2006. *Public Administration Review*, 67(4), 608-617.

November 23 – *No class (Thanksgiving Break)*

November 25 – *No class (Thanksgiving Break)*

Week 16: Reforms (cont.)

November 28 – New Public Management

- **Memo 2 due**
- Hood, C. (1991). A public management for all seasons?. *Public administration*, 69(1), 3-19.

November 30 – Performance Management

- Lavertu, S., Lewis, D. E., & Moynihan, D. P. (2013). Government reform, political ideology, and administrative burden: The case of performance management in the Bush administration. *Public Administration Review*, 73(6), 845-857.

December 2 – Paradigm Shifts

Week 17: Future Issues

December 5 – Future Issues in PA (*no readings this week*)

December 6 – *Friday class schedule in effect (last day of class)*

December 7 – *Reading Day*

December 14 – *Final Exam (12:00 – 3:00)*