

Public Administration 400

PUBLIC ADMINISTRATION THEORY

Fall 2014
Wednesday, 3:00pm-5:50pm
Room 187 BSB

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Office hours: email me and we'll arrange a mutually convenient time.

Course learning objectives: At the end of the semester, students should understand and be able to assess the main topics in public administration theory as well as understand how public administration theory applies to the practice of management in public sector organizations.

Academic integrity statement:

Academic dishonesty is an offense against the University and I am obligated to report any incident to the Associate Dean for Academic Affairs. Academic dishonesty includes (but is not limited to): cheating or assisting someone else in academic dishonesty, plagiarism, unauthorized possession of class materials (e.g., tests, reserve materials), and unauthorized changing of one's grade. Students are encouraged to consult their instructor on rules for proper citation, or website sources such as <http://www.library.illinois.edu/ugl/howdoi/citations.html> .

Two excellent sources which define plagiarism and how to avoid it may be found at: <http://www.indiana.edu/~wts/pamphlets/plagiarism.shtml> and <http://owl.english.purdue.edu/owl/resource/589/01/>.

Students are also strongly encouraged to review UIC's Guidelines on Academic Integrity at <http://www.uic.edu/depts/dos/studentconduct.html> and the School of Public Health's Student Honor Code at <http://publichealth.uic.edu/media/uicedu/sph/studenthandbooks/2013-2014/SPH,Academic,Policies,and,Procedures,Handbook,2013-2014.pdf>

Special accommodation:

If you require special accommodation because of a disability you must register with the UIC Disability Resource Center, and notify me of the required accommodation at the beginning of the semester. (see: http://www.uic.edu/depts/oa/disability_resources/index.html.) If you have emergency medical information to share with me, or if you need special arrangements in case the

building must be evacuated, please inform me immediately. Please see me privately after class, at my office, or email me.

In this course we'll discuss various topics in public administration theory; including bureaucracy, administrative state, organizational decision making, public administration and the US Constitution, organizational culture, ethics in public sector organizations, and behaviorism as a foundation for ethical and effective public administration. We'll also discuss what consultant, Aubrey Daniels, calls "management practices that waste time and money". Our goals are two-fold. First, we want to understand what the authors of our assigned readings are saying about topics covered in this course. Second, we want to assess the authors' views.

The Theme of the Course is: "Behaviorism: A Foundation for Ethical and Effective Public Administration". Each class session we'll spend time on this theme using, as the basis for our discussions, a section of B. F. Skinner, *Beyond Freedom and Dignity*.

Assigned readings:

Textbooks:

Daniels, Aubrey C. *OOPS! 13 Management Practices that Waste Time and Money (and what to do instead)*. Atlanta, Georgia: Performance Management Publications, 2009.

Skinner, B. F. *Beyond Freedom and Dignity*. Indianapolis: Hackett Publishing Company, Inc., 1971, 2002.

Stillman II, Richard J. *Public Administration: Concepts and Cases*, 9th ed. Boston, Mass.: Wadsworth, 2010; Cengage Learning.

On Blackboard:

Deil S. Wright, Table 1, and, Figure 1

Assignments and grading:

1. Management Practices assignment:

- a. Maintain a journal in which you describe (1) instances in which you observe management practices and (2) instances in which you perform management practices. Beginning Sept. 4 (Management Practices is a topic on Sept. 3), and continuing through Nov. 26, each week record and describe 4 or more instances of management practices observed and/or performed. Submit your journal to me Dec. 3. (20% of course grade)
- b. Present your partial journal to the class on the date indicated in the syllabus and, at that time, be prepared to respond to questions and comments. Your classmates, on a sheet of paper, will evaluate the content of your presentation, the quality of your presentation, and make suggestions for improvement. They will give their evaluations and suggestions to you. (10% of course grade)
- c. Write a paper (about 10 pages or more) based on your journal, classmate evaluations and suggestions, material covered in the course, and at least 2 other sources on management that: defines management,

explains precisely what managers actually do, identifies what you consider best management practices, and discusses how managers can be more effective. Due: Dec. 10, 5:00pm; hard copy in my CUPPA Hall mailbox. (20% of course grade)

2. Write two (2) essays (about 5 pages or more) on the Excerpts you are assigned on the Excerpts Assignment Sheet (handed out in class). In your essays (1) summarize the Excerpt and (2) assess the author's ideas. Also, on a separate 1 page describe the author's Main Points. Make a sufficient number of copies of the 1 page Main Points for your classmates. Hand in your essays and one copy of your 1 page Main Points to me on the designated dates. After you hand in your essay and 1 page Main Points, be prepared, when called upon, to distribute your Main Points to your classmates, to summarize the Main Points and your assessment before the class (about 5 minutes), and respond to questions and comments. (20% of course grade)
3. Final Exam: Distributed Dec. 3; due Dec. 10, 5:00pm; hard copy in my CUPPA Hall mailbox. (30% of course grade)

Class sessions, usually, have four parts: 1) Lectures/discussions of public administration theories, 2) Discussion of Daniels' management practices that waste time and money, 3) Presentation and Discussion of Main Points and Assessment, and 4) Theme of the Course. Some class sessions, as indicated, include presentation and discussion of management practices journals.

Submit hard copies of your essays and Main Points rather than files attached to emails. Thanks.

Blackboard: The syllabus is on Blackboard. Check Blackboard every day or so for updates, classroom changes, class rescheduling, and so on.

The order of lectures/discussions follows:

Introduction to the Course

Aug. 27

Introduction to the Course

Assignments, Exams, and Grading

Overview of the Course

System Analysis and Behaviorism

Relative Significance of Processes, Structures, and Personnel

What's in a word? Plenty, when the word is; Service/Serve/Servant, Complex, Defense, Freedom, and there are many others

Theories, Speculations, and Revelations

Rules for Social Science Research

Part 1

Management and Public Administration

Sept. 3

Sept. 3: Hand In Part 1 Essays and Main Points

Management, Managers, and Management Practices

Definitions of management, managers, and management Practices

Management Practices

Management and Leadership

Management in Shared-Power Organizations

Management When There's Traditional, Orthodox, Leadership (Monocracy)

Management When There's No One in Charge

(From, Harlan Cleveland, *Nobody in Charge: Essays on the Future of Leadership*, Jossey-Bass, 2002)

Presentation and Discussion of Main Points and Assessment

Theme of the Course

Skinner, "A Technology of Behavior", in *Beyond Freedom and Dignity*, pp. 3-25

Part 2

Definition and Characteristics of Public Administration

Sept. 10

Sept. 10: Hand In Part 2 Essays and Main Points

Definitions of Public Administration

Stillman II, *Public Administration*, Ch. 1

Characteristics of Public Administration

Stillman II, *Public Administration*, Ch. 1

Politics-Administration Dichotomy

Stillman II, *Public Administration*, Ch. 1

Similarities and Differences between Public Sector and Private Organizations

Presentation and Discussion of Main Points and Assessment

Management Practices Based on Behaviorism

Daniels, *OOPS!*, pp. xi-xiii, 1-22

Theme of the Course

Skinner, "A Technology of Behavior", in *Beyond Freedom and Dignity*, pp. 3-25
(cont.)

Part 3

Bureaucracy

Sept. 17

Sept. 17: Hand in Part 3 Essays and Main Points

Presentation of Management Practices Journal

Sean Arden
Dawn Garrett

Max Weber's Ideal Type Bureaucracy

Stillman II, *Public Administration*, Ch. 2

Presentation and Discussion of Main Points and Assessment

Employee of the Month (and most other forms of recognition and reward)

Daniels, *OOPS!*, pp. 25-34

Stretch Goals

Daniels, *OOPS!*, pp. 35-47

Theme of the Course

Skinner, "A Technology of Behavior", in *Beyond Freedom and Dignity*, pp. 3-25
(cont.)

Part 4

Environment/Context of Public Administration

Sept. 24, Oct. 1

Sept. 24: Hand in Part 4 Essays and Main Points

Sept. 24: Presentation of Management Practices Journal

Rubina Hafeez
Chuckwuemeka Ezeagbor

Oct. 1: Presentation of Management Practices Journal

Tony McCombie
Simone McCrary

Environment/Context of Public Administration

Stillman II, *Public Administration*, Ch. 3, 4

Political, Governmental, and Legal Environment/Context

Economic and Corporate Environment/Context

World Environment/Context

Presentation and Discussion of Main Points and Assessment

Performance Appraisal

Daniels, *OOPS!*, pp. 48-60

Theme of the Course

Skinner, "Freedom", in *Beyond Freedom and Dignity*, pp. 26-43

Part 5

Federalism and Intergovernmental Relations (IGR)

Oct. 8

Oct. 8: Hand in Part 5 Essays and Main Points

Presentation of Management Practices Journal

Heather Nichols

Rima Nimri

The Federal System

Intergovernmental Relations (IRG) and Intergovernmental Management (IGM)

Stillman II, *Public Administration* Ch. 5

Deil S. Wright, Table 1, and, Figure 1: On Blackboard

Presentation and Discussion of Main Points and Assessment

Ranking

Daniels, *OOPS!*, pp. 61-66

Theme of the Course

Skinner, *Beyond Freedom and Dignity*, Freedom, pp. 26-43 (cont.)

Part 6

Informal Groups in Organizations

Oct. 15

Oct. 15: Hand in Part 6 Essays and Main Points

Presentation of Management Practices Journal

Cicilla Perez

Informal Groups in Organizations

Stillman II, *Public Administration*, Ch. 6

Presentation and Discussion of Main Points and Assessment

Rewarding Things a Dead Man Can Do

Daniels, OOPS!, pp. 67-74

Theme of the Course

Skinner, *Beyond Freedom and Dignity*, Dignity, pp. 44-59

Part 7

Personnel in Public Administration

Oct. 22

Oct. 22: Hand in Part 7 Essays and Main Points

Personnel in Public Administration

Stillman II, *Public Administration*, Ch. 7

Presentation and Discussion of Main Points and Assessment

Salary and Hourly Pay (to include annual raises and bonuses)

Daniels, OOPS!, pp. 75-85

Theme of the Course

Skinner, *Beyond Freedom and Dignity*, Punishment, pp. 60-82

Part 8

Decision Making in Organizations

Oct. 29

Oct. 29: Hand in Part 8 Essays and Main Points

Organizational Decision Making According to Herbert A. Simon

Bounded Rationality and Sunk Costs in Organization Decision Making

Crisis Decision Making

Decision Making in Organizations: Policies and Budgets

Stillman II, *Public Administration*, Ch. 8, 12

Presentation and Discussion of Main Points and Assessment

The Budget Process

Daniels, OOPS!, pp. 113-22

Theme of the Course

Skinner, *Beyond Freedom and Dignity*, Alternatives to Punishment, pp. 83-100

Part 9

Communication in Organizations

Nov. 5

Nov. 5: Hand in Part 9 Essays and Main Points

Presentation of Management Practices Journal

Susan Richard

Communication in Organizations

Stillman II, *Public Administration*, Ch. 9

Presentation and Discussion of Main Points and Assessment

“You Did a Good Job, but . . .”

Daniels, OOPS!, pp. 86-93

The Sandwich

Daniels, OOPS!, pp. 94-102

Theme of the Course

Skinner, *Beyond Freedom and Dignity*, Values, pp. 101-126

Part 10

Culture in Organizations

Nov. 12

Nov. 12: Hand in Part 10 Essays and Main Points

Presentation of Management Practices Journal

Vanessa Uribe

Culture, Attitudes, and Behavior

Gender and Diversity

Motivation and Service in Public Administration

Stillman II, *Public Administration*, Ch. 11

Daniels, *OOPS!*, pp. 155-63

Presentation and Discussion of Main Points and Assessment

Overvaluing Smart, Talented People

Daniels, *OOPS!*, pp. 103-12

Theme of the Course

Skinner, *Beyond Freedom and Dignity*, Culture, pp. 127-215

Part 11

Collaboration and Networks in Public Administration

Nov. 19

Nov. 19: Hand in Part 11 Essays and Main Points

Presentation of Management Practices Journal

Steven Scott

Specialization: Characteristics and Effects

Specialization and Coordination

Centralization and Decentralization

Collaboration in Public Administration

Stillman II, *Public Administration*, Ch. 10

Networks in Public Administration

Stillman II, *Public Administration*, Ch. 14

Presentation and Discussion of Main Points and Assessment

Theme of the Course

Skinner, *Beyond Freedom and Dignity*, Culture, pp. 127-215 (cont.)

Part 12

Democracy, Reform, and Administrative Responsibility

Nov. 26

Nov. 26: Hand in Part 12 Essays and Main Points

Democracy

Separation of Powers and Administrative State

Major Characteristics of Separation of Powers

Executive Branch Dominance and Decline of Legislatures

Administrative Reorganization: Reform

Stillman II, *Public Administration*, Ch. 13

Administrative Responsibility

Stillman II, *Public Administration*, Ch. 15

Presentation and Discussion of Main Points and Assessment

Mergers, Acquisitions, and Other Forms of Reorganizing

Daniels, *OOPS!*, pp. 145-54

Theme of the Course

Skinner, *Beyond Freedom and Dignity*, Culture, pp. 127-215 (cont.)

Part 13

Ethics in Organizations

Dec. 3

Dec. 3: Hand in Part 13 Essays and Main Points

Dec. 3: Submit Management Journal

Ethics and Laws

Ethics and Compliance

Ethics: Individual and Societal

Ethics and Action

Ethics and Public Administration

Stillman II, *Public Administration*, Ch. 16

Presentation and Discussion of Main Points and Assessment

Promoting People No One Likes

Daniels, *OOPS!*, pp. 123-34

Downsizing

Daniels, *OOPS!*, pp. 135-44

Theme of the Course

Skinner, *Beyond Freedom and Dignity*, Culture, pp. 127-215 (cont.)

DISTRIBUTE FINAL EXAM