

**Course Syllabus**  
**University of New Mexico**  
**Public Management and Policy (PA 500)**  
**Spring 2006 (revised 1/23/06)**

Public Administration 500  
Spring 2006  
Mon & Tues 7-9:30  
Instructor: G. Gleason  
505 277 5447

Public Management and Policy  
School of Public Administration  
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This course surveys the principles and methods of public management and policy analysis. Topics include policy formation and implementation, organizational relations, institutional development, administrative process and public sector ethics.

### **I. Introduction**

The main goal of this course is to provide students with an appreciation of the study and practice of public administration or what Woodrow Wilson called "government in action", some have called "the people's business", and others have termed "public management". Appreciation is a key term in the goal of this course in both of its senses: an "understanding" or an "improvement" (value added) of something. In a single semester it is not possible to cover the complete array of topics studied by those interested in Public Administration or to master the technical aspects of or tools employed in work in the public sector. Nevertheless, it is possible to gain a new or improved understanding of Public Administration as a field of study, the environment of public organizations, and the context of work and management in the government and third sectors. In particular this course will focus on:

- The History and Ideology of Modern American Public Administration.
- The Policy and Institutional Environment of American Public Administration
- The Analytic Paradigms of Modern Public Administration

### **II. Administration**

The instructor can be contacted at [gleasong@unm.edu](mailto:gleasong@unm.edu) or at 277-5447. The instructor's office is Rm 2064 Social Science Building on the main UNM campus. Office hours are Tues and Thursday 10:00-11:00 and 5-6 on Mondays.

In this course there will be a mid-term and a final exam. The exams may be completed as take-home exams. Grading for the course is distributed as follows:

Course Requirements	Points
Midterm Exam	40
Final Exam and Presentation (if appropriate)	60

The exams will be submitted by email. Detailed instructions about the exam are located on the course webpage. The mid-term is available on February 7<sup>th</sup> and due by email on February 14<sup>th</sup>. The final is available on February 28<sup>th</sup> and due on March 7<sup>th</sup>.

### **III. Readings and Course Materials**

The required reading for this course is from *Classics of Public Administration* by Jay M. Shafritz, Sandra J. Parkes and Albert C. Hyde (ISBN 0155062603) This book is available at the UNM bookstore or may be purchased independently by the student from net-based book providers.

The course is arranged in terms of eight sections. The first six sections involve course readings and discussion. The final two sections are devoted to student presentations. Students at the main campus are required to make presentations of their research work. A guideline for presentations will be available on the web. Students at branch campuses will be contacted by phone in lieu of a presentation.

#### **Section 1 Introduction to Government and Administration (January 17-20)**

1. Civil Service Reform in Great Britain (1880), Dorman B. Eaton.
2. The Study of Administration (1887), Woodrow Wilson.
3. Politics and Administration (1900), Frank J. Goodnow.
4. Problems of Municipal Administration (1904), Jane Addams.
5. Scientific Management (1912), Frederick W. Taylor.
6. The Movement for Budgetary Reform in the States (1918), William F. Willoughby.
7. Bureaucracy (1922), Max Weber.
8. Introduction to the Study of Public Administration (1926), Leonard D. White.
9. The Giving of Orders (1926), Mary Parker Follett.

#### **Section 2 Society, Government and Administration (Jan 23-Jan 27)**

10. Notes on the Theory of Organization (1937), Luther Gulick.
11. Report of the President's Committee on Administrative Management (1937), Louis Brownlow, Charles E. Merriam, and Luther Gulick.
12. Informal Organizations and Their Relation to Formal Organizations (1938), Chester I. Barnard.
13. Bureaucratic Structure and Personality (1940), Robert K. Merton.
14. The Lack of a Budgetary Theory (1940), V. O. Key, Jr.
15. A Theory of Human Motivation (1943), A. H. Maslow.
16. Government Is Different (1945), Paul Appleby.
17. The Proverbs of Administration (1946), Herbert A. Simon.

18. The Administrative State: Conclusion (1948), Dwight Waldo.
19. The Cooptative Mechanism (1949), Philip Selznick.
20. Report of the Commission on Organization of the Executive Branch of Government (1949), Excerpt from the Hoover Commission Report.
21. The Human Side of Enterprise (1957), Douglas Murray McGregor.
22. The Science of Muddling Through (1959), Charles E. Lindblom.

### **Section 3 Modernization and Rationalization of Administrative Practice (Jan 30 – Feb 3)**

23. Organizations and the System Concept (1966), Daniel Katz and Robert L. Kahn.
24. The Road to PPB: The Stages of Budget Reform (1966), Allen Schick.
25. The American System (1966), Morton Grodzins.
26. Organizations of the Future (1967), Warren Bennis.
27. Policy Analysts: A New Professional Role in Government Service (1967), Yehezkel Dror.
28. The Life Cycle of Bureaus (1967), Anthony Downs.
29. Rescuing Policy Analysis from PPBS (1969), Aaron Wildavsky.
30. Administrative Decentralization and Political Power (1969), Herbert Kaufman.
31. The End of Liberalism: The Indictment (1969), Theodore J. Lowi.
32. Redundancy, Rationality, and the Problem of Duplication and Overlap (1969), Martin Landau.
33. Toward a New Public Administration (1971), H. George Frederickson.
34. Systematic Thinking for Social Action (1971), Alice M. Rivlin.

### **Section 4 Federalism and Inter-Governmental Relations (Feb 6 – Feb 10)**

35. Implementation (1973), Jeffrey L. Pressman and Aaron Wildavsky.
36. Watergate: Implications for Responsible Government (1974), Frederick C. Mosher and Others.
37. Representative Bureaucracy (1974), Samuel Krislov.
38. Organizational Decline and Cutback Management (1978), Charles H. Levine.
39. Public and Private Management: Are They Fundamentally Alike in All Unimportant Respects? (1980), Graham T. Allison.
40. Street-Level Bureaucracy: The Critical Role of Street-Level Bureaucrats (1980), Michael Lipsky.

### **Section 5 Making Government Smart (Feb 13 – Feb 17)**

41. Public Budgeting Amidst Uncertainty and Instability (1981), Naomi Caiden.
42. Democracy and the Public Service: The Collective Services (1982), Frederick C. Mosher.

43. Public Administrative Theory and the Separation of Powers (1983), David H. Rosenbloom.
44. The Possibility of Administrative Ethics (1985), Dennis F. Thompson.
45. Exploring the Limits of Privatization (1987), Ronald C. Moe.
46. Toward a Feminist Perspective in Public Administration Theory (1990), Camilla Stivers.
47. Understanding Organizational Culture(1989), J. Steven Ott.
48. From Affirmative Action to Affirming Diversity (1990), Roosevelt Thomas.
49. A Public Management for all Seasons (1990), Christopher Hood.
50. Federalism, Intergovernmental Relations and Intergovernmental Management: Historical Reflections and Conceptual Comparisons (1990), Deil Wright.

## **Section 6 Best Practices and Best Results (Feb 20 – Feb 24)**

51. Breaking Through Bureaucracy (1992), Michael Barzelay with Babak J. Armajani.
52. From Red Tape to Results: Creating a Government that Works Better and Costs Less (1993), The National Performance Review.
53. How Does an Idea's Time Come? Agendas, Alternatives, and Public Policies (1995), John W. Kingdon.
54. Policy Paradox: The Art of Political Decision Making (1997), Deborah Stone.

## **Section 7 Student Presentations**

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## **VI. Special Needs**

Disabled students desiring academic accommodations should communicate with the instructor as soon as possible (ideally first week of class) to request appropriate arrangements so these can be made in a timely manner to meet the student's needs. Documentation from Accessibility Services (Mesa Vista Hall, Room 210; phone 277-3506) stating specific appropriate accommodations to be followed by the class instructor should be provided. Frequently, these requests will require coordination of activities with other offices on campus. Please go to: <http://www.unm.edu/~wzahner/access.html> for additional information regarding educational rights under ADA.