

PA761: Foundations of Public Administration
SYLLABUS
Fall 2018

Revised 7/27/18

Class Sessions: Monday 3:00 – 5:45pm; Winston 00209

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Office Hours: Monday 1:00 – 2:00, or by appointment

Articles:

See Course Schedule.

Course Objective:

To provide each student with:

- an in-depth introduction to research and theory about public administration to provide them a base of knowledge from which to pursue their own research on public organizations. The public manager and the public management function in society are central to the theme of this course.

Overview of Course Requirements and Grading:

- Reaction papers (30% of grade)
- Discussion leadership (10% of grade)
- Book review/oral critique (5% of grade)
- Journal Exercise (10% of grade)
- 10-12 page final paper (25% of grade)
- Presentation of final paper (10% of grade)
- Seminar participation (10% of grade)

Detail of Assignments:

Students are expected to read all assigned material and take an active part in class discussions.

- Readings (45% of grade): Student responsibility for reading material is divided into three parts:
 - Reaction paper (30% of grade): Students are required to complete four reaction papers. In these papers (3 pages each, double-spaced, 12pt font, 1-inch margins), the author critically reacts to at least *three* of the readings assigned for a given week. The paper should briefly review some of the key ideas explored in the reading, connect them to ideas offered in other course readings, and present a critique of the ideas. Proper citation of others' work and complete references must be included in the paper. Students have a choice about which weeks to write the four papers; they may submit five papers, with the one receiving the lowest score

being dropped from the calculation of their final grade. *These papers are due at the beginning of the class session for which the readings are assigned. **The first two of the papers must be submitted by 10/22/18.***

- Discussion Leadership (10% of grade): Each student will have an opportunity to lead two class discussions. The discussion leader(s) for a week's readings will be responsible for circulating 4-6 discussion questions a week prior to his or her session. The purpose of the discussion questions is twofold: 1) focus the attention of your peers as they read the articles and prepare for the following week's discussion; 2) stimulate a lively and critical discussion of the reading and assigned topic. The discussion leader(s) should spend no more than 15 minutes presenting an overview of the key themes of the readings. They will then facilitate the discussion by the entire class based on the assigned questions. It is up to the discussion leader to schedule a 10-minute break during the class period.
- Summary/Presentation of a book on public administration research (5% of grade): This assignment involves two tasks. 1) A two-page (single-space) review of the assigned book. 2) An oral critique of the book. The oral critique is a 10-15 minute presentation that presents the class with an analytic assessment of the worth of the book. Do not merely read the book review distributed to the class.
- Journal Exercise (10% of grade)
 - Assignment (10% of grade): You will be assigned to one journal from each of the following lists:
 - 1) Academy of Management Journal
Academy of Management Review
Administrative Science Quarterly
Journal of Management
Organization Science
Harvard Business Review
Leadership Quarterly
Strategic Management Journal
 - 2) Administration and Society
Journal of Policy Analysis and Management
Journal of Public Administration Research and Theory
Public Administration Review
Public Performance and Management Review
American Review of Public Administration
Public Administration
International Journal of Public Management

In no more than 5 pages (double-spaced), examine at least one recent volume (one year) of each journal and respond to the following questions:

- a) What is your view of the quality of the articles in each journal?
- b) What are the major substantive themes in each journal? Is there any convergence in the substantive themes addressed by the two journals?
- c) Based on the contents of the two journals, what would you define as the subfields of public management? Why?

Email copies of your paper to the class by 5pm the day before the assignment is due. Put the titles of the 2 journals in the subject line.

- Final Paper (35% of grade)
 - Paper (25% of grade): The final paper (10-12 pages, double-spaced) is due at the end of the semester (12/10/18 by 5pm via email). The purpose of this paper is for the students to explore a research question they develop in an area of interest in the public sector. In this paper, the author should introduce a research question, review relevant literature, propose two or three hypotheses or propositions related to the question, and present arguments for the hypotheses or propositions. The format of the paper should be that of either: 1) empirical papers published in top-ranked journals, minus the sections on methodology, results, and findings or 2) a theory-only article ending with propositions to be tested by other scholars. The final paper should be treated as a polished draft of a potentially publishable manuscript.
 - Presentation (10% of grade): Students will give a 12-minute presentation of their final paper. The presentations are modeled after conference paper sessions. There will be time for discussion of papers after each panel session. In an effort to make the experience as “real as possible,” members of the faculty and students will be invited to attend the session.

- Ungraded Assignments: There is one ungraded assignment for this course.
 - Theories in Public Administration: Reporting on randomly assigned theories.
 - Outline/Annotated bibliography: Students will submit an outline and an annotated bibliography of their research paper.

Attendance and Late Assignments:

While I expect all students to attend each class period, life sometimes intervenes in our plans. Notify me as soon as possible if you will be unable to attend a class period. Excessive excused absences (i.e., more than 1) and any unexcused absences will result in a full-letter grade reduction in your final course grade. While absences can be excused, late assignments are not. Each day an assignment is late will result in a half-letter grade reduction in the assignment grade.

Students with Disabilities

Reasonable accommodations will be made for students with verifiable disabilities. Student must register with Disability Services for Students at 1900 Student Health Center, Campus Box 7509, 515-7653. <https://policies.ncsu.edu/regulation/reg-02-20-01/>

Academic Integrity

Students should familiarize themselves with the university policies regarding academic policy found in the Code of Student Conduct (<http://policies.ncsu.edu/policy/pol-11-35-01>) that apply to this class. If you have any questions regarding this policy, please feel free to discuss with me.

To: PBS and Graduate Students in Public Administration Courses

Public Administration faculty members have observed that some students may be unsure of what constitutes academic dishonesty. The following statement (used with permission) describes a range of behaviors that constitute academic dishonesty

“Plagiarism, or presenting another’s works or ideas as one’s own, is a form of stealing. The instructor reserves the right to examine any source used by the student before giving a grade on a paper, and to give an “incomplete” in the course if necessary, to allow time to obtain sources. Students should be prepared to show source material to the instructor for the purpose of verifying information. Academic dishonesty will not be tolerated.

Academic dishonesty includes the following offenses:

- 1) Claiming as your own work a paper written by someone else (including unpublished papers).
- 2) Turning in a paper that contains paraphrases of someone else’s ideas but does not give proper credit to that person for those ideas.
- 3) Turning in a paper that is largely a restatement in your own words of a paper written by someone else, even if you give credit to that person for those ideas. The thesis and organizing principles of a paper must be your own.
- 4) Turning in a paper that uses the exact words of another author without using quotation marks, even if proper credit is given in a citation, or that changes the words only slightly and claims them to be paraphrases.
- 5) Turning in the same paper, even in a different version, for two different courses without the permission of both professors involved.
- 6) Using any external source (notes, books, other students, etc.) for assistance during an in-class exam, unless given permission to do so by the professor.”

Kendra Stewart et al., Columbia College

Further details on academic integrity are in NC State University’s Code of Student Conduct (http://www.ncsu.edu/student_conduct).

The public administration faculty has agreed that violations of academic integrity must have consequences. Consequently, students who cheat (behaviors cited in point 1 and 6 or similar behavior) may receive at least an F in the course; other forms of dishonesty, similar to those covered in points 2 through 5 may result in at least a 0 for the assignment.

Course Schedule:

Date	Topics	Readings	Things Due
8/27/18	Introduction	Thompson (2003), AMJ pg. 9-21	
9/03/18	Labor Day	No Class	No Class
9/10/18	Theories in Public Administration	Pitts & Fernandez (2009)	Hypothesis Writing
9/17/18	Classics	Wilson (1887), Gulick (1937), Stillman (Chapter 1), Weber (1952), Simon (1945), Blau & Meyer (1999), Sayer (1958)	Barnard (1938)
9/24/18	The Evolution of Public Administration	Henry (1975), Svava (1999), Newland (1994), Stivers (1998), Riccucci (2001), Kettl (2000), Meier (1997)	Waldo (1948)
10/01/18	The Meaning of Public in Public Administration	Benn & Gaus (1983), Frederickson (1991), Perry & Wise (1990), Rainey & Bozeman (2000), Allison (1983), Andrews, Boyne, & Walker (2011) Optional: Chubb & Moe (1988), Musolf & Seidman (1980), Mintzberg (1996), Scott & Meyer (1991), Bozeman & Bertschneider (1994)	Bozeman (1987) Gusfield (1981)
10/08/18	Mapping the Field		Journal Exercise
10/15/18	The Questions of Public Administration Research	Behn (1995), Kirlin (1996), Brooks (2002), Lynn (1993), Lynn (1994), Adams & White (1994), Perry (1991)	Lynn, Heinrich, & Hill (2001)
10/22/18	Reinvention/Reforming Public Administration	Barley & Kunda (1992), March & Olson (1983), Meier & O'Toole (2009), Kauffman (1969), Rosenbloom (1993), Wolf (1997), Nabatchi, et al. (2011), Christensen, et al. (2011) Optional: Moe & Gilmore (1995), Lenkowsky & Perry (2000), Bingham, et. al. (2005), Gray & Jenkins (1995), Ferris & Tang (1993)	Peters (1996)

10/29/18	Research Paper		Research Paper: Annotated Bibliography & Outline
11/05/18	Accountability	Poister & Streib (1999), Romzek & Dubnick (1987), Jos & Tompkins (1994), Sholz, Twombly, & Kendrick (1991), Terry (1995), Box (2002), Romzek, et al. (2014) Optional: Radin (2000), Maynard-Moody & Kelly (1993), Stivers (1994), King, et al. (1998), Lipsky (1976)	Light (1995) Rosenbloom (2000)
11/12/18	Implementation, Networks, & Nonprofits in Public Administration	Milward & Provan (2000), Isett, et al. (2011), Wise (1990), Salamon (1987), Smith (2003), Diaz, et al. (1996)	Agranoff (2007) Pressman & Wildavsky (1984)
11/19/18	Ethics (oddly appropriate day for the discussion)	Goss (1996), Svava (1997), Gawthrop (1998), Bowman & Williams (1997), Adams & Balfor (1998), Cooper (2004), Fredrickson (1990)	Denhardt (1988)
11/26/18	Leadership Entrepreneurship & Effectiveness	McGregor (1993), Rainey (Chapter 11), Thomas (1993), Teske & Schneider (1994), Bardach (1996), Bryson (1995), Mintzberg (1994)	Roberts & King (1996) Ammons & Newell (1989)
12/03/18	Research Paper Presentations	Research Paper Presentations	Research Paper Presentations
12/10/18	Final Paper Due	Final Paper Due	Final Paper Due

Barnard, Chester. (1938). *The Functions of the Executive*. Cambridge: Harvard University Press.

Waldo, Dwight. (1948). *The Administrative State: A Study of the Political Theory of American Public Administration*. New York: Ronald Press.

Bozeman, Barry. (1987). *All Organizations Are Public*. San Francisco: Jossey-Bass.

Gusfield, Joseph. (1981). *The Culture of Public Problems: Drinking-Driving and the Symbolic Order*. Chicago: University of Chicago Press.

Lynn, Laurence E., Heinrich, Carlyn J., Hill, Carolyn, J. (2001). *Improving Governance: A New Logic for Empirical Research*. Washington, D.C.: Georgetown University Press.

Peters, Guy. (1996). *The Future of Governing : Four Emerging Models*. Lawrence, KS: University Press of Kansas.

Light, Paul C. (1995). *Thickening Government: Federal Hierarchy and the Diffusion of Accountability*. Washington, D.C.: Brookings Institutions.

Rosenbloom, David. (2000). *Building a Legislative-centered Public Administration: Congress and the Administrative State, 1946-1999*. Tuscaloosa: University of Alabama Press.

Pressman, Jeffrey & Wildavsky, Aaron. (1984). *Implementation, 2nd Edition*. Berkeley: University of California Press.

- Agranoff, Robert (2007). *Managing Within Networks: Adding Value to Public Organizations*. Washington, DC: Georgetown University Press.
- Denhardt, Kathryn G. (1988). *The Ethics of Public Administration: Resolving Moral Dilemmas in Public Organizations*. New York: Greenwood Press.
- Roberts, Nancy & King, Paula. (1996). *Transforming Public Policy: Dynamics of Policy Entrepreneurship and Innovation*. San Francisco: Jossey-Bass.
- Ammons, David N. & Newell, C. (1989). *City Executives: Leadership Roles, Work Characteristics, and Time Management*. Albany: State University of New York Press.