

**POLI 625 - SPRING 2000**  
**THEORIES OF PUBLIC ADMINISTRATION**

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 Office Hours: Mon. 10 AM to 11 AM &  
 4:00 to 5:00 PM; Wed 11:30 AM to  
 12:30PM & 3:30 - 4:00 PM; Thurs. 1:30 to  
 2:30 PM; AND BY APPOINTMENT

**COURSE DESCRIPTION:**

The purpose of this course is to introduce graduate students to over a century of theories of Public Administration. Although our focus is more on Public Administration as a discipline, than Public Administration as a profession or practice, the theory-practice nexus will be examined. The course literature examines analytical constructs, empirical analyses based on the theory and practice of Public Administration, and prescriptive works. A wide array of primary and secondary literature is examined to thoroughly immerse the student in the evolution of a sub-field.

**COURSE REQUIREMENTS:**

The four course requirements, and their importance for your final grade are as follows:

A. Class Participation	15%
B. Five Reaction essays	25%
C. Mid-term Exam	30%
E. Final Exam	30%

**A. Class Participation:**

Classes are conducted seminar-style -- a combination of lectures and discussions. In-class participation is important to the learning process; accordingly, you will be graded (15% of course grade) on it. Since the quality of your comments and observations will be evaluated, it is essential that you read the assigned materials prior to class meetings.

Regular attendance is expected. Students are responsible for all information presented in class. Only in the most unusual of circumstances will assigned work be accepted late without a grade deduction.

**B. Reaction/Discussion Essays**

To encourage the learning process and active participation, twice during the semester, students will prepare and distribute at the beginning of each seminar a typed 1-2 page essay on a salient theme of the week's topic. Most Course Topics (II through X) have a suggested reaction essay theme(s) that these reactions/discussions can be focused around. If you choose to react to a topic that does not have a suggested theme, or if you prefer for those topics having themes, you are free to discuss any point raised in that

week's reading. This essay is not to be a summary of the readings; it is not expected to be all inclusive; it does not require additional research or reading.

Three additional 2 page reaction essays (each on a different theme) are to be submitted by each student, but will not be discussed in class. These essays should address the issue raised in the Reaction Essay Theme for that week's reading.

The five essays will contribute 25% to the class grade. A sign up sheet will be distributed the second week of class for students to choose topics and dates for their oral reaction essays. The other essays can be submitted for any week's readings.

### **C. MID-TERM EXAM:**

An in-class mid-term exam, primarily essay, will be given the eight week of the course.

### **D. Final-Exam:**

The Final exam will be a take-home exam. It will offer you a choice of several essay questions. The questions will require you to address themes, theories, and concepts discussed in the readings, lectures, and class. The exam will be distributed during the last class meeting and will be due back during the UMBC regularly scheduled final exam slot for the course.

### **REQUIRED TEXT:**

1. Denhardt, Robert. Theories of Public Organization. 3rd. ed. Harcourt Brace, 2000.
2. Goodsell, Charles T. The Case for Bureaucracy. 3rd ed. Chatham House, 1994.
3. Shrafritz, Jay. Classics of Public Administration. 4th. ed. Harcourt Brace, 1997.
4. Useful Web Sites:  
<http://www.statelocal.gov/>; <http://www.aspanet.org/> <http://www.npr.gov/>;  
<http://www.whitehouse.gov> <http://www.thomas.loc.gov>;  
<http://www.fedworld.gov>  
<http://www.newsworks.com>

Additional readings are assigned from periodicals. Copies of these materials are on library reserve (R) in a POLI 625 Binder. Web site assignments are denoted by a http: address.

### **COURSE OUTLINE AND READINGS:** (Subject to slight modifications.)

- February 2    I. Introduction  
                   Course Goals and Requirements.  
                   Overview of Course Content.  
                   What is Public Administration?



March 22

**SPRING-BREAK**

March 29

VII. New Paradigms

Denhardt, Chapter 7; Shafritz, #s 39, 45; Cates, Camilla, "Beyond Muddling: Creativity," Public Administration Review Nov./Dec. 1979.(R);

Gordon Whitaker, "Coproduction: Citizen Participation in Service Delivery" PAR 1980;

Lan, Zhiyoung and David Rosenbloom, "Public Administration in Transition?" Public Administration Review 52:535-537, Nov/Dec 1992.

**Reaction Essay Theme: Are governmental organizations immortal?**

April 5

Shafritz, #s 50,51, 52;

(R); Tichy, Noel and Mary Anne DeVanna, "The Transformational Leader" (R).

Carroll, James, "The Rhetoric of Reform and Political Reality in the National Performance Review," *Public Administration Review*, May/June 1995:302-311.(R)

[Http://www.npr.gov](http://www.npr.gov) - National Performance Review/Reinventing Government

**Reaction Essay Theme: How might the "boiled frog" syndrome be mitigated in organizational life?**

April 12

VIII. Public Administration in Theory and Practice: The Problem of Control

Shrafritz, #s 17, 28;

Miller, C. M. "State Administrator Perceptions of the Policy Influence of Other Actors: Is Less Better?" Public Administration Review 47:239-245, May/June 1987 (R).

Stehr, S. "Top Bureaucrats and the Distribution of Influence in Reagan's Executive Branch." Public Administration Review 1997:75-82 (R).

Riccucci and Saidel, "The Representativeness of State-Level Bureaucratic Leaders," *PAR S/O* 1997:423-430 (R).

**Reaction Essay Theme: What factors tend to make or perceive administrators as being out of control aggrandizers?**

OR

**Are external controls better than internal controls in assuring accountability?**

April 17 Rourke, Francis, "Responsiveness and Neutral Competence in American Bureaucracy," Public Administration Review 52:539-546, Nov/Dec 1992(R).  
Shafritz, #s 30, 41; [Kaufman, Herbert, "Emerging Conflicts in the Doctrines of Public Administration," (R)]

**Reaction Essay Theme: Why are the values of neutral competence and executive leadership often in conflict in the administrative state and can the conflict be resolved?**

April 22 IX. Public Administration in Theory and Practice: The Problem of Ethics  
Shrafritz, #s 8, 40, 47, 48.  
Bowman, James, "Ethics in Government: A National Survey," Public Administration Review 50:345-353 (May/June 1990). (R);  
Bowman, James, "Whistleblowing in the Public Sector: An Overview of the Issues," Review of Public Personnel Administrat. 1980:15-27 (R).  
Van Wart, M. "The Sources of Ethical Decision-making for Individuals in the Public Sector," PAR 1996:525-533 (R).  
[Http://www.usoge.gov/](http://www.usoge.gov/) - U. S. Office of Government Ethics.

**Reaction Essay Theme: What are some of the problems in designing a workable federal Code of Ethics?**

April 29 Greider, William, "The Education of David Stockman," Atlantic Monthly, Dec. 1981:27-54 (R).  
Thompson, Dennis, "The Problem of Many Hands,"(R).  
Cooper, Phillip, "Understanding what the Law says about Administrative Responsibility," (R)

**Reaction Essay Theme: Make a case for one or more of Thompson's three standards of accountability being evidenced in the David Stockman case.**

May 3 X. Where Does Public Administration Stand Today?  
Graham, George, "How Would Professor Wilson Rate Public Administration Today?" Public Administration Review 53:486-502, Sept/Oct1993 (R).  
Cooper, Phillip, "Public Administration Review: The First Fifty Years," Public Administration Review 50:293-311, March/April 1990 (R).  
Feldman, Daniel, "Public Administration and the Constitution," a Forum by various authors, Public Administration Review 53:237-267, May/June 1993(R).

**Reaction Essay Theme: How would Woodrow Wilson rate  
Public Administration today?**

May 10

Course Review - Final Exam Questions Distributed.

May 24,

3:30-5:30 PM - **FINAL EXAM**