

POL 522 Introduction to Public and Non-profit Administration

>>>T-R: 2:00-3:15 pm→>>> MPC (Mahoney-Pearson College) 103<<<<

E-Version (Tentative and subject to change)

Prof. Milakovich

Spring, 2010

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Hours: T-R: 3:30-5:00 or by app't

This is an introductory graduate course in public and non-profit administration for *advanced* undergraduates and graduate MBA and MPA students. This is (or should be) one of the first courses for students entering the MPA program, and for those interested in pursuing careers in law, politics, and public and non-profit management. The objectives of the course are to: 1) present a broad overview of concepts, theories, processes, and practical challenges confronting professional public/non-profit managers; 2) discuss contemporary issues facing public agencies; 3) analyze the similarities and differences between public and private management; 4) prepare future and current public managers for higher level responsibilities in public agencies; and 5) explore alternative theories, proposals/concepts for change (e.g. digital delivery, empowerment, community-ownership, public-private enterprises, mission-driven government, customer service, etc.) in public and non-profit organizations in the future. While a number of methods will be used in the seminar, the primary teaching approach will be seminar discussions. All participants are encouraged and expected to contribute to in-class discussions and share observations and conclusions with other members of the group.

TEXTBOOKS:

Required: Milakovich, M. and Gordon (M&G) *PUBLIC ADMINISTRATION IN AMERICA (10th Ed.) 2009*

Stillman, R. *PUBLIC ADMINISTRATION: CONCEPTS AND CASES (S) 2010*

LECTURE NOTES AND STUDY GUIDE FOR PUBLIC ADMINISTRATION (SG)

Additional Book on specific chapters

Blackboard course website

HIGHLY Recommended:

Beam, G. *QUALITY GOVERNMENT AND HOW TO ACHIEVE IT (POL555)*

Milakovich, M. *IMPROVING SERVICE QUALITY (POL555)*

Recommended:

Goodsell, C. (GS) *THE CASE FOR BUREAUCRACY*

Lane (L), *CURRENT ISSUES IN PUBLIC ADMINISTRATION*

GETTING STARTED: RELEVANT WORLD WIDE WEB (WWW) SITES

Many sources of information are available on the Internet about national, state, and other levels and non-US bureaucratic agencies. The following sites are only examples and starting points.

University of Miami home page: <http://www.miami.edu> → Blackboard
Probably the best starting point for general searches: www.yahoo.com/; an excellent web search engine (Google): www.google.com/; See also the Amazon search like, www.A9.com

Excellent starting points about current political developments: www.washingtonpost.com and also www.nytimes.com (the NYT site has a "registration" requirement, but there is no charge for registration)

An excellent media starting point is: www.newslink.org, with links to newspapers, magazines, and radio-TV

An excellent starting point for a range of views on current news is: www.headlines.yahoo.com/Full_Coverage

Some specific media sites are: www.cnn.com; www.abcnews.com; www.cbs.com; www.msnbc.com/news, and www.foxnews.com

Miami-Dade County www.miami-dade.gov/ (award winning website)

The State of Florida www.dothannow.com/florida.htm

The White House: www.whitehouse.gov/

US government official web site starting point: www.USA.gov/; see also Thomas (US Congress) thomas.loc.gov/; US House www.house.gov/; US House Republican (majority) www.freedom.house.gov/

US House Democratic (minority) <http://www.house.gov/democrats/ats/>; US Senate <http://www.senate.gov/>; US Senate Democratic (majority) www.senate.gov/~dpc/

Library of Congress research page: lcweb.loc.gov/rr/tools.html

US government documents: www.access.gpo.gov/su_docs/aces/aaces002.html

Useful political science Web starting point:

www.lib.umich.edu/libhome/Documents.center/polisci.html

Washington Post "federal page," with items about national government bureaucracy:

<http://www.washingtonpost.com/wp-dyn/politics/fedpage/>

Office of Management and Budget (OMB):

www.whitehouse.gov/omb/budget/fy2003/index.html (FY03)

National Association of State Budget Officers: www.nasbo.org/default.html

Federation of Tax Administrators: www.taxadmin.org/

National Tax Association: www.ntanet.org/

Multistate Tax Commission: www.mtc.gov/

National League of Cities: www.nlc.org/nlc_org/site/

National Association of Counties: www.naco.org/

Municipal Research and Services Center: www.mrsc.org/

Research and Information Resources : www.aspanet.org

Brookings Institution research papers, including greatest government achievements and priorities:

<http://www.brook.edu/dybdocroot/comm/policybriefs/archive.htm>

For supplemental information about the course textbook: www.cengage.com

I. CHALLENGES OF PUBLIC ADMINISTRATION & MANAGEMENT (Chapters 1-3; and (skim) 12)

1 1/19-1/26 Introduction; course overview; readings; research bibliographies; assignments and cases; opening remarks on accountability; political and administrative values; public expectations; reorganizations; budget deficits; electronic government; the “action side” of government; global challenges and future issues in public administration. Selection of Case Studies.

Readings: Milakovic/Gordon (M&G): 1, 12; Stillman (S): 1, 4, 15; Study Guide (SG): 1,2, 12

Discussion: the future of healthcare reform, homeland security and the role of public, nonprofit, and non-governmental agencies in managing programs such as social security. Who should govern and why? What is the role of government in protecting citizens, delivering services, providing quality education, adequate healthcare, social security and future entitlements? What role should private, nonprofit, or faith-based organizations play in delivering government services? What are your personal experiences with public bureaucracy?

**Cases: The Blast in Centralia No. 5: the Mine Disaster No One Stopped
The Last Flight of the Space Shuttle Columbia**

2 1/28 Bureaucratic Politics, Political Accountability and Interest Groups

Political support and the foundations of power; bureaucrats and politicians; accountability, efficiency and results; competitiveness and conflicting clienteles

Readings: M&G, Ch.2; S: 4

Discussion: To what extent should public officials respond to politics? How do political constraints impact the implementation of public programs? How much influence do/should interest groups have in the development of public policies?

Cases: How Kristin Died; William Robertson: Exemplar of Politics and Administration

32/2-2/4 Federalism and Intergovernmental Relations (IGR)

Constitutional Issues; expansion of power vis-a-vis the grant-in-aid system; state and local governments; nationalization of issues; mandates and cross-cutting requirements.

Readings: M&G, Ch. 3; S; 3,5; **Exam Review**

Discussion: What is the impact of proposed changes in homeland security and the law enforcement role for the war on terrorism on IGR? How establish better cooperation and coordination among accountable agencies?

Cases: Wichita Confronts Contamination

2/9 >>>>> <u>Exam (All Previous readings)</u> (tent.)
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II. BUREAUCRATIC THEORY AND POLITICAL BEHAVIOR (Chapters 5-7)

4 2/11-16 Organization Structure and Behavior

Formal Organizational Theory vs. Practice: "Tall" vs. Flat Hierarchy; Toward Customer Responsiveness and accountability.

Readings: M&G: 4; S: 6, 9; L: 5; GS: 3.

Discussion: Is Bureaucratic Empowerment an Oxymoron? How reduce the number of layers of bureaucracy between citizen and administrator?

Cases: American Ground: The World Trade Center; Uniforms in the Closet; Waco

5 2/18-23 Decision Making and Leadership in Administration

Decision Making and Rationality; Models of Decision Making; Ethics and Enterprise Government;

Readings: M&G: 5; S: 7, 8

Cases: The Decision to Go to War with Iraq; How a City Slowly Drowned

*****02/25 Assignment# 1 DUE*****

6 2/25 Leadership and Administration

"Marketing" Public Services; Concepts and Controversies; ethics; political influences; leadership tasks; are leaders born or made? Exam Review.

READINGS: M&G:6; S: 9

Discussion: Lessons from past crises. Who has the authority to reorganize public services? Can government become customer-oriented?

Cases: Columbine High School: The Law Enforcement Response; The Lessons of ValuJet 592

03/2 >>>>> Second Exam

III. CORE FUNCTIONS OF PUBLIC MANAGEMENT (Chapters 8-11)

8 3/4-3/9 Public Personnel and Collective Bargaining

Readings: M&G:7; S: 10,11, 16

Discussion: What if public employees were rewarded for customer service excellence? How train employees to respond to citizens as they want to be treated? How attract, recruit, retain, and reward best quality workforce?

Cases: Government as Catalyst; Who Brought Bernedine Healy Down?; George Tenet and the Last Great Days of the CIA; Admiral Boorda's War

*****03/09***** Paper Oulines Due

03/16-18 Spring Break

9 03/11-23 Budgets, Decision Making and Policy Implementation

Readings: M&G:Ch.8; S: 12

Discussion: What is the future of entitlement reform. What is the role of government in providing entitlements? Priorities and deficits.

Cases: Death of a Spy Satellite Program; Wisconsin's Budget Deficit; Orange County Bankruptcy (Are States Next?)

County Prison Overtime; They Had a Plan

03/23 >>>>>>Third Exam (Readings Since 2nd Exam)

9 03/25-03/30 Policy Implementation and Performance Management in the New Service Environment; Public Utilities;Public Management Tasks in a New Service Environment: RIFs, Cutbacks, or Improved Service Quality?
Readings: M&G: Ch. 9; S: 13

Discussion: What is government responded to citizens as customers? Can performance be measured and managed? How can point-of-contact accountability be maintained?

Cases: Expectations; The Political Paradox of Rationing: the Oregon Health Plan

11 04/01-06 New Demands for Accountability, Customer Service Quality, E-Gov and Leadership: Public Administration and Democracy in the Twenty-First Century
Readings: M&G: Ch. 10; S: 14, 15; Orals

Cases: Reinventing School Lunch: From Food to Nutrition; Torture as Public Policy

*******04/08 >>>>>>Fourth Exam**

IV. IMPROVING THE EFFICIENCY AND EFFECTIVENESS OF PUBLIC SERVICES

12 04/13-15Regulatory and Re-Regulatory Politics and Public Policy

Readings: M&G: 11

Case studies in Administrative Accountability and Effectiveness Oral Reports

Oral Reports/Course Wrap-up, review

PAPERS DUE; Course Wrap-up

13 04/15-04/20: The Future of Public Administration in a Time of Conflict and Change~MPA FORUM

*******04/22>>>>>>>>>>>>>>>FIFTH EXAM**

14 *****04/22: **Final Exam/papers due**

15 04/27-04/29 Oral Reports; Peer Review

WRITING ASSIGNMENTS

The major activities of this seminar are a case study, book review (assigned by the instructor), examinations, oral reports, and final research paper concerning the application of course material to a policy-related topic. (See below for schedule and relative weight of assignments.) Papers will apply concepts discussed during the seminar to a significant

public policy problem area based on one of the major topics covered in the course. Efforts should be made to identify research topics incorporating the theoretical concepts outlined in the readings, as well as other material covered in the course.

Research topics may include any of the issues covered during the semester and must relate specifically to a significant public management problem. Seminar participants will define the refine topics according to the schedule below. Final papers must be of sufficient length to cover the topic, properly footnoted, double-spaced and typed.

<u>Evaluation Criteria:</u>	Exams	50%
	**Class papers/reports	40%
	Participation	10%

**Includes book report and case review and one major report/class project concerning an aspect of the course. Additional details are provided below.

SCHEDULE

01/19-03/05 Preliminary discussions of topics with instructor

*****03/09 **Writing outlines with bibliographies**

03/09-04/22 Final conferences on papers

04/22 PAPERS DUE: FINAL

04/27-04/29 Oral presentations and critique : upload to Bbd max., copies for all members of seminar. One-grade penalty for failure to present. Final drafting of papers

TBA Papers due

ASSIGNMENT #1 Book Review--Suggested Content Outline

1. Title - Author, publisher, citation What is the author(s) background?
2. Summary of major conclusions
3. Basis for conclusions, i.e., data, sources, empirical analysis
4. Relation to Literature What other studies influenced the author?
5. Significance of the study: Your informed judgment about the importance of the study to the fields of public administration and policy analysis
6. Other reviews, if any; only if available
7. Critical evaluation
What was left out, what should have been included?

***8. Deadline: 02/25**

9. Length: maximum 10 pp, double spaced, typed and properly footnoted

10. Oral Presentations (optional): 15-minute oral summaries will be presented in class; PowerPoints will be provided for class members.

*11. Sources: Instructor may assign books for review, in consultation with students

12. Originality: All papers are assumed to be original work; proper footnoting and acknowledgement of direct quotations is required

CASES (Tentative/others to be updated TBA)

Case Study #1: The Blast in Centralia No. 5: the Mine Disaster No One Stopped
Case Study #2: How Kristin Died

Case Study #3: William Robertson: Exemplar of Politics and Public Administration
Case Study #4: The Space Shuttle Columbia

Case Study #5: Wichita Confronts Contamination
Case Study #6: American Ground: The World Trade Center

Case Study #7: The Decision to Go to War with Iraq
Case Study #8: How A City Slowly Drowned

Case Study #9: Columbine High School: The Law Enforcement Response Alternative:
Case Study #10: Government as a Catalyst: Wireless Internet; A*:Lessons of ValuJet 592

Case Study #11: Who Brought Bernadine Healy Down?; A:Admiral Boorda's War
Case Study #12: Death of a Spy Satellite

Case Study #13: Expectations; The Political Paradox of Rationing: the Oregon Health Plan
Case Study #14: Reinventing School Lunch: From Food to Nutrition

Case Study #15: Torture as Public Policy
Case Study #16: George Tenet and the Last Great Days of the CIA

*Alternate

