

Department of Public and International Affairs
George Mason University
PUAD 502 (002): Administration in Public and Nonprofit Organizations
Fall Semester 2006

Professor James K. Conant
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Office Hours: M 11:00 - 12:00; T 6:15-7:00
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Purpose of the Course: PUAD 502 is the first of the eight required courses in the GMU MPA curriculum, and it is a required course or an elective in several other masters degree programs at GMU, including Environmental Science and Engineering. This course provides a graduate level introduction to the field of Public Administration and its intellectual foundations. Therefore, PUAD 502 is designed as a survey course, with emphasis placed on breadth of topical coverage rather than depth. Greater depth of coverage for many of the topics introduced in the course is provided in other required and elective MPA courses. Along with knowledge development, skill development is also emphasized in this course. These skills, as articulated by the MPA faculty, include writing skills, verbal skills, analytic skills, group skills, and presentation skills.

Course Organization, Pedagogy, and Objectives: This course is divided into topical areas, with one week devoted to each topic. The thematic focus of the course is centered on the relationship between the public service and the public interest. We will try to follow the calendar outlined in the syllabus as closely as possible, but, like any administrative plan, adjustments may be required by unanticipated events or circumstances.

Required readings are listed on the syllabus for each week and each topic. I will provide an introduction and overview of each topic, and I may provide mini-lectures during each class session. The majority of class time, however, will be used to discuss required readings. As a graduate student, you have the opportunity to participate in the great dialogue that is social science. Your skills as a participant in that dialogue will develop more quickly if you participate actively in class discussion. I will use a variety of techniques to ensure that opportunities to participate are evenly distributed over the course of the semester.

At the end of this course, you should be familiar with and able to comfortably employ many of the key terms and concepts used in the field of Public Administration, as well as some of the principal models and theories of the field. In addition to these knowledge outcomes, your writing, verbal, and presentation skills should be stronger at the end of the course than they were at the beginning. Last, but not least, you will have made a start at developing a new network of professionals that consists of other MPA students in this class, students from other masters degree programs, and MPA faculty, alumni, and administrators whom you will have met through this class.

Course Requirements and Grades: The work for this class consists of the readings for each week, a paper on local government and intergovernmental relations, a mid-term exam, and a final exam. Examinations will be graded on a "blind" basis. Instructions for the paper will be provided in class. Late submission of the paper will result in a penalty of one half-grade for one day, a whole grade for 2 to 3 days, and a two-grade penalty for more than 5 days.

Paper Rewrite Option: You will have an option to rewrite the paper on local government and intergovernmental relations with the possibility of improving the initial result by one-half of a letter grade (B- to B, B+ to A-, etc). Improvement in the quality of the paper must be sufficient, however, to warrant such a change in the grade. Revised papers are due one week after the paper is returned to you. If you pursue this option, hand in the revised and the original paper together so I can compare the two.

The GMU Writing Center is a good resource for graduate students who want to improve their writing skills. The writing center is located in A114 Robinson Hall. Another good resource to help you improve your writing skills is *Elements of Style*, by Strunk and White. The price of this book at the GMU bookstore is \$9.95.

Course Grades: 20% Class Discussion, 20% Paper on Local Government and Intergovernmental Relations, 25% Mid-Term Exam, and 35% Final Exam.

Course Grade Scale:

A+ = 100-98	B+ = 91-90	C = 81-70
A = 97-93	B = 89-84	F = < 70
A- = 92	B- = 83-82	

If, at the end of the course, the instructor decides that the grade distribution based on this scale does not seem appropriate, the grading scale could be modified slightly ("softened") to move course grades up a bit. In no case, however, will the grade scale be "hardened."

Incompletes for the course are discouraged, but extraordinary circumstances can be accommodated. Requests for an incomplete must be submitted in writing at the earliest possible date. **Honor Code:** The George Mason Honor Code is the code by which we operate. The core presumption of the code is that all written work is your own work. Proper citation of material taken from other published work is required.

Required Reading Materials available for purchase at the University Book Store:

1. Milakovich and Gordon, *Public Administration in America*
2. Riccucci, *Unsung Heroes: Federal Execucrats Making a Difference*
3. Readings Packet

Copies of all required reading materials not found in two books identified above or in the readings packet can be found on e-reserve. Go to the GMU library's home page for access to the reserve readings. I will send a password for the readings to you in an email.

Note: I am using a number of my published articles as required readings in this course. I do not receive any remuneration for the use of these articles.

Weekly Topics and Assignments

<p>1. The Study of Public Administration (Aug. 28)</p>	<p>Milakovich & Gordon, Chapt. 1 <i>The National Environmental Policy Act of 1969</i>, as amended (packet) C. Q. Inc., <i>Environment and Health</i>, 1981 "The Unhealthy Environment" (packet) Conant, "The Changing Face of the N.J. D.E.P." (packet)</p>
<p>2. Public Administration and Democracy (Sept. 11)</p>	<p>Milakovich & Gordon, Chapt. 2, pp. 50-78 Woodrow Wilson, "The Study of Administration" (packet) Hinkely, "Introduction: The Problem of Government" (packet) U. S. Constitution (packet)</p>
<p>3. Public Administration, Bureaucracy, and Democracy (Sept. 18)</p>	<p>Milakovich & Gordon, Chapt. 2, pp. 78-104 Weber, "Bureaucracy" (packet) Walter Held, "Decision-making in the Federal Government: The Wallace Sayre Model" (packet)</p>
<p>4. The Political, Economic, Social, and Cultural Setting of American Public Administration (Sept. 25)</p>	<p>Dolbear and Edelman, <i>American Politics</i>, 4th ed., Chaps. 2, 4, & 6 (e-reserve)</p>
<p>5. Federalism, Intergovernmental Relations, and Local Government (Oct. 2)</p> <p>**Evening at Prince William County (Likely dates are Oct. 3, 4, or 5; actual date will be announced in class.)</p>	<p>Milakovich & Gordon, Chapt. 3 Deil Wright, "Federalism, Intergovernmental Relations, and Intergovernmental Management." (packet)</p> <p>**Paper Assignment (Due Oct. 10)</p>
<p>6. Organization Theory (Oct. 10)</p>	<p>Milakovich & Gordon, Chapt. 4 Taylor, "Scientific Management" (packet) Gulick, "Notes on a Theory of Organization" (packet)</p>
<p>7. **Mid-term Exam</p> <p>Decision-Making (Oct. 16)</p>	<p>(Bring your own 8.5/11 Blue Book)</p> <p>Milakovich & Gordon, Chapt. 5 Lindblom, "The Science of Muddling Through" (e-reserve)</p>

<p>8. Chief Executives and the Challenges of Administration (Oct. 23)</p> <p>(Revised version of Local Government paper is <u>due</u> at the beginning of class.)</p>	<p>Milakovich & Gordon, Chapt. 6 Conant, "Reorganization and the Bottom Line," (packet) Conant, "Strategy and Style: Keys to Executive Branch Management" (packet)</p>
<p>9. Public Personnel Administration, Professions, and Universities (Oct. 30)</p>	<p>Milakovich & Gordon, Chapt. 7 Mosher, "The Professional State" (e-reserve) Conant, "Universities and the Future of the Public Service" (packet)</p>
<p>10. Government Budgeting (Nov. 6)</p>	<p>Milakovich & Gordon, Chapt. 8 Conant, "Introduction: State Budget Deficits: The Boom and Bust Cycle in the States, Again!" (packet) Conant, "Budgeting in Virginia: Expenditure Increases, Tax Cuts, and Deficits" (packet)</p>
<p>11. Public Policy and Implementation (Nov. 13)</p>	<p>Milakovich & Gordon, Chapt. 9 Salamon, "The Nonprofit Sector: Scope and Structure" (e-reserve)</p>
<p>12. Performance Management (Nov. 20)</p>	<p>Milakovich & Gordon, Chapt. 10</p>
<p>13. Government Regulation and Administrative Law (Nov. 27)</p>	<p>Milakovich & Gordon, Chapt. 11 Ricucci, "William Black Tackles the Savings and Loan Debacle"</p>
<p>14. Public Administration, Conflict, Change, and the International Context (Dec. 4)</p>	<p>Milakovich & Gordon, Chapt. 12 Ricucci, "Eileen Clausen and the Montreal Protocol: Making the Environment Safer and Cleaner"</p>
<p>15. Final Exam (Dec. 11)</p>	<p>(Bring your own 8.5X11 Blue Book)</p>