

# CORE CURRICULUM: CLUSTER ONE

## Introduction to Public Administration

Course Number: 26: 834: 501

Course Credits (3)

Prof. Marc Holzer  
Spring 2003  
Monday, 5:30-8:10 P.M.

Office: 726 Hill Hall

Office Hours: Monday 4:30-5:30 P.M.  
and by appointment

Office telephone: 973-353-1351/5093 ext. 23  
Office fax: 973-353-5907

Home telephone: 914-271-6709  
Home fax: 914-271-5514  
email: [mholzer@pipeline.com](mailto:mholzer@pipeline.com) and [mholzer@andromeda.rutgers.edu](mailto:mholzer@andromeda.rutgers.edu)

### Objective:

To provide students with knowledge and competence in terms of analyzing significant factors and relationships in governmental agencies and nonprofit organizations as they function in their environments. Further, students will be able to identify and diagnose the principal types of problems encountered at levels of high administrative responsibility in government and the nonprofit sector.

### Description:

Concepts and methods for analyzing significant factors and relationships in governmental agencies and nonprofit organizations as they function in their environments. Students identify and diagnose the principal types of problems encountered at levels of high administrative responsibility in government and the nonprofit sector.

### Books:

LeMay, Michael C. Public Administration: Clashing Values in the Administration of Public Policy. Wadsworth. 432 pp. 2002.

Stillman, Richard J. Public Administration: Concepts and Cases. Houghton Mifflin, 7<sup>th</sup> Ed. 2000. 536 pp.

### Requirements:

Students are expected to:

- attend all classes on time
- complete all assignments on time
- make active contributions to class discussions
- submit work of masters-level quality.

### Grading Weights:

- class participation/contributions to discussion: 20%
- short analyses and diagrams: 20%
- final exercise: 10%
- term paper: 25%
- video movie review: 10%
- articles for class: 15%

### Assignments:

--Articles for possible use in class. Due at Class 2. Submit six articles from online sources (you may use Infotrac, included with LeMay, for three of the articles) such as popular periodicals, as well as public sector union newsletters, agency newsletters, small newspapers, military newspapers, student newspapers, publications of university public affairs programs, etc. We will select some of the readings for use in class, and you will be asked to provide copies for the entire class (est. 30). Three of the articles are to be on public service; three are to be on three other topics in the class.

--Short Analyses: At each class, submit a conceptual critique of 500 (minimum) words based upon the discussion of the readings, etc. in the prior class discussion, plus a one page conceptual diagram of the readings due for that class. The diagram should illustrate your view of the pertinent reading material. Critique (do not merely summarize) the class discussion in terms of its applicability to contemporary problem solving in the public sector. On the top of the first page, list all readings which you have completed for that section. Place your name only on the back of the last page.

--Final Exercise: Overview of the course.

--Term Paper: Select one aspect of the course and explore the theses of relevant authors in depth. The paper should indicate your mastery of the literature. Due at class 11.

Minimum 5000 words, plus references.

--Video/Movie Review. Due at class 4. Select 2-3 minutes from a film relevant to bureaucracy, write an analysis of the scene you select (5 pp. Minimum), and be prepared to show what scene to the class.

Assignments:

Class 1: Introduction to Public Administration

Class 2: Public Service/Public Administration Articles due

LeMay Chapter 1: Balancing Values in the Administration of Public Policy

Stillman: Chapter 1: The Search for the Scope and Purpose of Public Administration

Class 3: LeMay: Ch. 2: The Social, Political and Environmental Context of Administration

Stillman: Ch. 3: The General Environment: The Concept of Ecology

Class 4: LeMay: Ch. 3: The Anatomy of Public Organization: Bureaucratic Power and Politics

Stillman: Ch. 2: The Formal Structure: The Concept of Bureaucracy

Video selections on bureaucracy

Class 5: LeMay: Ch. 4: Administration in the Federal System: Intergovernmental Relations and Constitutional Sources of Values

Stillman: Ch. 5: Intergovernmental Relations

Video selections on IGR

Class 6: LeMay: Ch. 5: Alternative Theories of Organizational Behavior

Stillman: Ch. 4: The Political Environment: The Concept of Administrative Power

Ch. 6: Internal Dynamics: The Concept of the Informal Group

Video selections on organizational behavior

Class 7: LeMay: Ch. 6: Decision Making in the Administration of Public Policy

Stillman: Ch. 7: Key Decision Makers Inside Public Administration

Ch. 8: Decision Making: The Concept of Incremental Choice

Video selections on decision making

Class 8: LeMay: Ch. 7: Management of Bureaucratic Organizations

Stillman: Ch. 10: Executive Management  
Video selections on management

Class 9: LeMay: Ch. 8: Personnel Administration and Unionism in Public Administration

Stillman: Ch. 11: Public Personnel Motivation  
Video selections on motivation and unionism

Class 10: LeMay: Ch. 9: Leadership  
Video selections on leadership

Class 11: LeMay: Ch. 10: Communication Flows in Administration  
Stillman: Ch. 9: Administrative Communication  
Video selections on communication  
Term Paper Due

Class 12: LeMay: Ch. 11: Financial Management  
Stillman: Ch. 12: Public Budgeting  
Video selections on budgeting and financial management

Class 13: LeMay: Ch. 12: Administrative Law  
Stillman: Ch. 15: The Relationship Between Bureaucracy and the Public  
Interest

Class 14: Review of course and directions for final exercise