This course introduces graduate students to the political and legal foundations of public administration as well as the historical evolution of the field. It addresses two key questions. How do the basic institutions of American governance (especially those embedded in the separation of powers and federalism) and broader political forces shape the efficiency and effectiveness of public administration? How do these factors affect the democratic accountability and responsiveness of administrative agents? We also focus on how administrative institutions have developed and influence the governance challenges faced by policymakers and public managers. Having laid this foundation, the course assesses the potential and limits of the dominant reform movement of the last two decades or so — generally known as the "new public management." Finally, this course addresses the ethical dimensions of public service in a democracy.

As we will discuss at the first meeting, the knowledge students acquire in this course will serve the following learning outcomes:

- To be able to lead and manage in public governance
- To participate in and contribute to the public policy process
- To analyze, synthesize, think critically, solve problems, and make decisions
- To articulate and apply a public service perspective
- To communicate and interact productively with a diverse and changing workforce and citizenship.

I have asked the book store to order the following required paperbacks for the course:

Marc Holzer and Richard W. Schwester, *Public Administration: An Introduction*

TENTATIVE --Paul Manna, *Collision Course: Federal Education Policy Meets State and Local Realities*

TENTATIVE --Bryna Sanger, *The Welfare Marketplace*

I am also requiring certain articles, which can be accessed electronically through Blackboard.
We will review the procedures for accessing these articles the first night of class.

Students will be graded on a 20 point scale weighted as follows:

* class participation — 4 point
* action essay on No Child Left Behind – 8 points
* media journal – 4 points
* final exam – 4 points

I will clarify each assignment in class.

Session Topics and Readings

Week 1: Introduction and Overview

Week 2: Intellectual Heritage and the Institutions of American Governance

Public Administration, Chapters 1, 5 and 7.

Week 3: Federalism and Public Administration

Public Administration, Chapter 6


Some Core Functions

Week 4: Organizations and Leadership

Public Administration, Chapters 2 and 10


Week 5: Public Personnel Management and Collective Bargaining

*Public Administration*, Chapter 3


Week 6: Public Budgeting and Finance

*Public Administration*, Chapter 9.


Week 7: Decision Making, Policy Analysis, Implementation and Evaluation

*Public Administration*, Chapters 4, 8 and 12

The Potential and Limits of the New Public Management

Week 8: The Quest for Internal Deregulation or Let Managers Manage


Week 9: The Quest for Performance-based Measurement and Management

Paul Manna, *Collision Course*, 1-96.

Week 10: Performance management continued

Paul Manna, *Collision Course*, 97-165.


Week 11: The Quest for Market Mechanisms


Week 12: Markets and Welfare Policy

Sanger, *The Welfare Marketplace*

Conclusion

Week 13: Accountability, Performance and Ethics

*Public Administration*, Chapter 11


Week 14: The Future

*Public Administration*, Chapters 13 and 14