

**Syllabus  
Public Administration and Management  
Fall 2001**

Faculty: **Kenneth Apfel**  
Course Number: **PA 384B**  
Unique Number: **61080**  
Classroom: **3.110**  
Time: **Monday, 2:00- 5:00 PM**  
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**Description:** This course introduces students to management principles and practices, with a focus on public agency administration. We will begin with discussion on the nature of public administration and move to organization theory and the effects of government structure on executive branch behavior. We will also examine the “people” side of government organizations and leadership in organizations.

The course is designed to go beyond a conceptual framework of public management and also help students develop the knowledge, insights and skills necessary to manage and lead government organizations. We will work in group settings on a number of case studies as well as skill-building exercises, including improving interpersonal skills and group skills.

**Required textbook for purchase at the Coop East:**

(F&K) *The Politics of The Administrative Process* by Fesler, James and Kettl, Donald. (Second Edition), Chatham, NJ: Chatham House Publishers  
<http://www.netlibrary.com/summary.asp?SearchLink=False&ID=35230&E V=0&advquery=>

**Other key books:** In addition, the following two texts will be referenced in the syllabus and used in class. Copies of the texts will be on reserve in the Public Affairs Library (PAL).

(W&C) Whetten, David A. and Kim S. Cameron. 1995. *Developing Management Skills* (Fifth Edition). Upper Saddle River, NJ: Prentice Hall Publishers.

(S&H) Shafritz, Jay M. and Albert C. Hyde. 1997. *Classics of Public Administration* (Fourth Edition). Fort Worth, TX: Hartcourt Brace College Publishers.

A variety of other readings are also required, and copies of these materials will be in the self-serve reserve drawer (SSR) in the Public Affairs Library.

## **Student Responsibilities and Assessment**

The course requires extensive reading (particularly during September and October) and a very high level of participation in class. Student assessments will be based on class participation, short and long written assignments and oral presentations. There will be no final examination. In addition, small teams of students will make major presentations in class on a variety of management topics.

### **Individual Assessment:**

**One-page memos:** Individuals will develop several short memos on a variety of topics, including topics from Government Executive and Governing magazines. The purpose of the memos is to sharpen both writing and thinking skills. Some memos will analyze management concepts or problems; others will simulate real life situations in organizations.

**Class presentations and class participation:** Each student will make an individual presentation during class on a “management dilemma”. In addition, overall class participation will be part of the assessment. Students must prepare for class and participate actively during class. Class participation contributes to the success of the course. Contributions in class should enhance the group’s understanding of the topics being discussed.

### **Small Group Assessment:**

**Team exercises:** The class will be divided into several teams to lead class discussions on various topics. One team assignment will be to lead class discussions on case studies. Another team assignment will be to lead discussions on one of the W & C chapters. Teams will also present regularly as part of the “management dilemmas” exercise from Governing magazine. Team members will be graded on how well they present and involve others in the assignment.

**Team case study paper:** Each team that leads a discussion of the Kennedy School case studies will also submit a 2 page written case analysis by 9 AM Monday, on the day of the scheduled class meeting.

### **Individual or Two Person Team Assessment:**

**Administrative Agency Study:** This field study of a federal, state or local agency or bureau will include both a paper (10-15 pages, longer for 2 person teams) and an oral presentation during the final two weeks of class. A one-page description of the study is to be provided and approved by October 22, 2001.

## **Class Schedule and Assignments**

### **September 10:**

#### **The Nature of Public Administration**

General introductions, overview of course and discussion of syllabus and grading. Identification of core team assignments. Overview of the field of public administration and discussion of the student prepared memos on the challenges facing the United States Customs Service.

#### **Readings: (To be read prior to the September 10 class)**

The first two items are the materials on memo writing and the Customs Service delivered to student mailboxes for written assignment **due 9/4/01:**

- “Strained Customs”, Government Executive, February 1999 (handout).
- “Memoranda Writing”, Elmore and Dobel (handout).
- F&K: Chapter 1 and Chapter 2.
- Wilson: “The Study of Administration” (S&H, pp 14-26). Skim (SSR#1).
- Frederickson: “Toward a New Public Administration” (S&H, pp 320 –341). Skim, but read last 4 paragraphs carefully (SSR#2).
- Mosher “The Issues”, *Democracy and the Public Service*, pp 3-25 (SSR#3).

### **September 17:**

#### **Organization Theory and Government Structure**

Evolution of theories on public organizations. Discussion of executive branch “controlling agencies”. One page memo due comparing and critiquing the Gulick and Simon articles. Four presentations on “Managers Choice” articles.

#### **Readings:**

- F&K: Chapter 3 and Skim Chapter 5.
- Gulick: “Notes on the Theory of Organization” (S&H, pp 81-89. Handout).
- Simon: “The Proverbs of Administration” (S&H, pp 127-141. Handout).
- W&C: Making Oral and written presentations. pp 495-512. Skim. (SSR)
- Behn: “Manager’s Choice”: # 4, #7, #9 and #13.

## September 24:

### Organizational Problems and Administrative Reforms

Initial discussion on the challenges of reforming and strengthening administrative agencies. Team presentation on case study of Indianapolis. Group breakouts to discuss the W&C chapter and the Behn PAR article below (read both carefully). One page memo due on organizational culture.

#### **Readings:**

- F&K: Chapter 4, Chapter 6 and pp 302-7 of Chapter 11.
- W&C: "The Critical role of Management Skills", pp 1-11. (SSR)
- Behn, Robert: "The Big Questions of Public Management", Public Administration Review, July/August, 1995 (SSR #4).
- Kennedy School Case: "Organizing Competition in Indianapolis" (SSR #5).

## October 1:

### Organizational Culture and Leading Change

Follow-up discussion on the challenges of leading reform efforts, with particular focus on changing organizational culture. Team presentation on case study of the Washington State Workers Compensation Administration. Four presentations on "Manager's Choice" articles.

#### **Readings:**

- Kotter: *Leading Change*, pp 17-31 (Harvard Business School Press, 1996)
- SSA; "2010 Vision". Skim. (SSR # 24)
- NPR: "From Red Tape to Results: Creating a Government that Works Better and Costs Less". Skim. (S&H, pp 535-542. SSR#6).
- Kettl: "Reinventing Government? Appraising the NPR". Skim. (S&H, pp 543-557. SSR #7).
- Kennedy School Case: "The Washington State Workers Compensation Administration: Reforming a Culture of Despair." (SSR #8).
- Behn: "Manager's Choice: #6, #8, # 14 & #16.

## October 8:

### Developing Interpersonal Skills

Three team presentations on the readings listed below.

#### **Readings:**

- W&C: "Communicating Supportively". Pp 216-240
- W&C: "Motivating Others". pp 304-330

- W&C: “Managing Conflict”, pp351-380

## **October 15:**

### **Developing Group Skills**

Two team presentations on the readings listed below, followed by an overall discussion on the importance of developing strong individual and group skills.

#### **Readings:**

- W&C; “Empowering and Delegating”, pp 409-439
- W&C: “Building Effective Teams and Teamwork”, pp 455-481

## **October 22:**

### **Human Resources Management**

Overall structure of the civil service system and senior level positions. Discussion on the future workforce challenges facing the government workforce. One page memo due on disability issues in the public workplace. Four presentations on “Managers Choice” articles.

#### **Readings:**

- F&K: Chapter 7 & 8
- Ingraham: “Changing Work, Changing Workforce, Changing Expectations” (S&H, pp 567-577. SSR #9).
- Kennedy School Case: “Disability Issues in the Workplace.” (SSR #10).
- Behn: “Manager’s Choice” #15, #17, #5 and #2

## **October 29:**

### **Making and Implementing Decisions**

Brief discussion on theories of decision-making. The role of financial information in helping decision-making, using Social Security as a case study. Why implementing policy is harder than setting policy, with a team presentation on case study of USDA Civil Rights Reform efforts.

#### **Readings:**

- F&K: Chapters 9, 10 & 11.
- Kennedy School Case: “USDA Civil rights Reform” (Parts 1&2. SSR #11).
- Social Security solvency materials. Skim. (SSR #12 and #13).
- Skaff: “Strengthening Federal Agency Management”, pp 53-82. *The Prune Book* (SSR #14).

## **November 5:**

## **Performance Management**

Managing for results, benchmarking, strategic planning—all aimed at greater accountability and better outcomes. Four presentations on “Manager’s Choice” articles. One page memo due on assessing a federal agency using materials from the Federal Government Performance Project.

### **Readings:**

- Laurent, Anne: “Managing for Results”, *Government Executive Magazine*, April 2001 (SSR #15).
- Joyce: “Using Performance Measures for Federal Budgeting” (S&H, pp 523-534. SSR #16).
- Behn: “Manager’s Choice” #1, #3, #12 & #18.
- Selected Federal Government Performance Projects Reports for 1999, 2000 and 2001 (SSR #17, #18, #19). Also found at:  
[www.govexec.com/gpp/index.htm](http://www.govexec.com/gpp/index.htm)  
<http://www.govexec.com/fpp/fpp01/mag.htm>

## **November 12:**

### **Administration in a Democracy**

The bureaucracy’s relationship with the larger political system—particularly the legislature and the courts. Team presentation of case study on the Oregon Benchmarks Program. Discussion on regulatory agencies and the role of judicial oversight.

### **Readings:**

- F&K: Chapters 12 & 13.
- Hearing materials (SSR #20).
- Kennedy School case: “The Oregon Benchmarks Program” Part 1 & 2 (SSR #21).

## **November 19:**

### **Morality, Ethics and Administrative Responsibility**

Bureaucratic responsibility and its connection to accountability and ethical behavior. Why democracies need a cadre of skilled managers dedicated to the “highest and noblest calling”—public service. Selected cases and general discussion.

### **Readings:**

- F&K: Chapter 14
- Mosher: “Administrative Morality”, *Democracy and the Public Service*, pp 229-240 (SSR #22).
- Cooper: “C. Everett Koop: Integrity, No Matter What” (SSR #23).

## **November 26 and December 3:**

**Class Presentations on Administrative Agency Studies**

Background materials provided in September on how to prepare for these individual or two person presentations.

8/21/01