

APR 04 2008

New Course Request

Indiana University

South Bend Campus

Check Appropriate Boxes: Undergraduate credit Graduate credit Professional credit 84

1. School/Division College of Liberal Arts & Sciences 2. Academic Subject Code POLS

3. Course Number Y501 (must be cleared with University Enrollment Services) 4. Instructor Trottier/Candler

5. Course Title Fundamentals of Public Management

Recommended Abbreviation (Optional) _____
(Limited to 32 Characters including spaces)

6. First time this course is to be offered (Semester/Year): Fall 2008

7. Credit Hours: Fixed at 3 or Variable from _____ to _____

8. Is this course to be graded S-F (only)? Yes _____ No X

9. Is variable title approval being requested? Yes _____ No X

10. Course description (not to exceed 50 words) for Bulletin publication: The theory and practice of managing public organizations. Problems of planning, organization, staffing, directing, coordination, and reporting are considered.

11. Lecture Contact Hours: Fixed at 3 or Variable from _____ to _____

12. Non-Lecture Contact Hours: Fixed at 0 or Variable from _____ to _____

13. Estimated enrollment: 25 of which 100 percent are expected to be graduate students.

14. Frequency of scheduling: each semester Will this course be required for majors? Yes

15. Justification for new course: This is a continuation of V502 in the current MPA program. Changes due to IUSB SPEA restructuring.

16. Are the necessary reading materials currently available in the appropriate library? Yes

17. Please append a complete outline of the proposed course, and indicate instructor (if known), textbooks, and other materials.

18. If this course overlaps with existing courses, please explain with which courses it overlaps and whether this overlap is necessary, desirable, or unimportant.

19. A copy of every new course proposal must be submitted to departments, schools, or divisions in which there may be overlap of the new course with existing courses or areas of strong concern, with instructions that they send comments directly to the originating Curriculum Committee. Please append a list of departments, schools, or divisions thus consulted.

Submitted by:

Linda Chen Date 1/23/08
Department Chairman/Division Director

Date _____
Dean of Graduate School (when required)

Approved by:

John M. Stet Date 2/13/08
Dean ASSOC Dean CLAS

Linda M. Pitschner Date 3.31.08
Chancellor/Vice President

Date _____
University Enrollment Services

After School/Division approval, forward the last copy (without attachments) to University Enrollment Services for initial processing, and the remaining four copies and attachments to the Campus Chancellor or Vice-President.

Master of Public Affairs program
COURSE SYLLABUS

POLS – Fundamentals of Public Management

Instructor	<u>George Candler</u>
Day/time	Thursday, 5:30-8:00
Location	Weikamp 1180
Office	Weikamp 2229
Office hours	By appointment: Wednesday afternoon, all day Thursday, Friday afternoon
Office phone	574-520-4136
Email	gcandler@iusb.edu

Course Objective:

Greetings, and welcome to POLS – Fundamentals of Public Management. The course description for this class is " The theory and practice of managing public organizations. Problems of planning, organization, staffing, directing, coordination, and reporting are considered."

Consistent with the mission of the MPA program, the objectives of this course include the following:

- to enhance competence in *organizational management*, by developing an appreciation for and an ability to use theoretical knowledge about management and public policy;
- to enhance competence in *governance*, by developing expertise in policy and management, developing an awareness of the economic and legal constraints within which leaders and managers operate, and developing the ability to understand and adapt to the ethical, social, economic, and political context of public policy;
- to enhance competence in coping with *globalization* and its ramifications, by developing an appreciation for the changing scope of governance and the impact of global action on public institutions from the local to the international;
- to enhance competence in *professionalization*,
 - by developing an *ethical consciousness* and
 - improving *communication skills*.

Course structure:

There will be three complimentary means of instruction: readings, a web page, and class lecture sessions. The web page will both broadly discuss the week's material, and link you to other information relevant to the weekly subjects. Readings will include those listed on the syllabus and drawn from the course texts, as well as various articles which will be distributed a week ahead.

Required texts:

- Nicholas Henry (2004). *Public Administration and Public Affairs*. Upper Saddle River, NJ: Prentice Hall. ISBN 0-13-140192-0.
- Charles Goodsell (2003). *The Case for Bureaucracy*. CQ Press. ISBN: 1-56802-907-1.
- M. Patten. *Proposing Empirical Research*. Pyrczak. ISBN: 1-884585-62-0.
- *The World Almanac and Book of Facts 2007*. This isn't in the bookstore, but is readily available in the reference section of any bookstore, and probably at other outlets (K-Mart, Wal-Mart, Target, etc).

Henry and Goodsell will provide the content for much of the course. Patten's *Proposing Empirical Research* has been added at Leda Hall's request as a general guide to research and writing, which can be referred to in all MPA classes. I've added *the World Almanac* for a similar reason: so that students have access to a general source on facts regarding public policy in the US.

To contain further student expenditure, we will also make use of (free) electronic materials available on line, through three media. First, [EBSCO Host Research Databases](#), available on the [Schurz Library](#) system. To see if you can access these, try to click on the following. For off-campus access to this, you may need to reconfigure your browser:

- Don McEachern (2006). "[Putting communities at the center of branding](#)." *Public Management* 88(5), p. 6-12.
- R. Sam Garrett, James Thurber, Lee Fritschler, and David Rosenbloom (2006). "[Assessing the impact of bureaucracy bashing by electoral campaigns](#)." *Public Administration Review* 66(2), p. 228-40.
- Condoleezza Rice (2000). "[Promoting the national interest](#)." *Foreign Affairs*, 79(1), p. 75-92.
- Curt Ventriss and Shane Barney (2003). "[The making of a whistleblower and the importance of ethical autonomy: James F. Alderson](#)." *Public Integrity* 5(4), p. 355-68.

A second very useful database is [JSTOR](#). To see if you can access these, try to click on the following. For off-campus access to this, you may need to reconfigure your browser:

- Daniel Patrick Moynihan (1978). "[On the exhaustion of political ideas](#)." *Publius* 8(3), p. 177-82.
- Dwight Waldo (1968). "[Public administration in a time of revolutions](#)." *Public Administration Review* 28(4), p. 362-8.
- Laurence Lynn (1987). "[Public management: what do we know? What should we know? And how will we know it?](#)" *Journal of Policy Analysis and Management* 7(1), p. 178-87.

Third, there is a lot of useful stuff available just through normal web links. Try, for instance, this link to [American Society for Public Administration](#).

Readings

Date -- Topic (Readings)

30 August -- Why 'public management'?

- Why (and why not) public management?
 - Wilson, Woodrow (1889). "The study of administration." *Political Science Quarterly*, 2(2): 197-222. [Available through [JSTOR](#)].
 - Henry (chapter 1)
- The course and instructor

6 Sep -- Big democracy, big government

- Paradigms of public administration
 - Henry (chapter 2)
- Bureaucracy despised, disparaged, and defended
 - Goodsell (ch 1-3)

13 Sep-- Organization theory

- Theories
 - Henry (chapter 3)
- What citizens experience from bureaucracy
 - Goodsell (chapter 4-6)

20 Sep -- Forces and people

- Forces
 - Henry (chapter 4)
- People
 - Henry (chapter 5)
 - Behavior
 - Caldwell, Lynton (1980). "Biology and behavior: the coming confrontation." *Public Administration Review* 40(1), p. 1-12. [EBSCO link](#).
 - *The Economist* (2005). "The concrete savannah," 24 December 2005, p. 9-11. [EBSCO link](#).
 - Leadership
 - Behn, Robert (1998). "What right do public managers have to lead?" *Public Administration Review*, 58(3), p. 209-24. [[EBSCO link](#)]

First paper due

27 Sep -- The international context of public management

- Globalization
 - Sen, Amartya (2002). "How to judge globalism." *The American Prospect*. [[Online source](#)]
 - [Joe Canadian Rant](#) (video)
 - Pierre Elliott Trudeau, "[Sleeping with an elephant.](#)" (audio)

- Two views on trade:
 - The poor can represent themselves:
 - "Talks dead in the water." *The Guardian*, 15 September 2003.
 - Rich world activists must represent the poor:
 - Klein, Naomi. "Protestors must follow the money: Protestors in Cancun understand that neo-liberalism is a form of war." *The Guardian*, 12 September 2003.

4 Oct -- Budgeting and finance

- The public budget: purposes and processes
 - Henry (chapter 8)
 - Krugman, Paul (2003). "The tax-cut con." *New York Times*, 14 September. Available online.
- The state of the union
 - President GW Bush's State of the Union Address 2007
 - The Budget Message of the President 2008
 - Overview of the President's 2008 Budget
 - Summary Tables (Budget 2008)
 - Budget highlights

11 Oct -- Intergovernmental administration

- Guest lecturer: Rick Seniff, as I will be at the annual conference of the MPA program accrediting body, the National Association of Schools of Public Affairs and Administration.
- Intergovernmental administration
 - Henry (chapter 12)
- Ventriss, Curtis (2002). "The rise of entrepreneurial state governments in the United States: the Dilemma of public governance in an era of globalization." *Administrative Theory & Praxis*, 24(1), p. 81-102. EBSCO link.

18 Oct -- **Midterm exam**

25 Oct -- Corruption's consequences

- Ethics
 - O'Leary, Rosemary (1994). "The Bureaucratic Politics Paradox: The Case of Wetlands Legislation in Nevada," in *Journal of Public Administration Research and Theory*, no. 4, vol. 4, pages 443-467. Available on JSTOR.
 - Ventriss, Curtis and Shane Barney (2003). "The Making of a Whistleblower and the Importance of Ethical Autonomy: James F. Alderson." *Public Integrity* 5(4), 355-68. EBSCO link.
- Control
 - Henry (chapter 7)

Second paper due

1 Nov -- Intersectoral administration

- Intersectoral administration
 - Henry (chapter 11)
- The New public service?

- Robert Denhardt and Janet Denhardt (2000). "The New Public Service: Serving Rather than Steering." *Public Administration Review* 60(6), p. 549-59. [EBSCO link](#).

8 Nov -- Understanding public policy

- Understanding public policy
 - Henry (chapter 10)

15 Nov -- Managing human resources -- in lieu of this lecture, students will attend the 11th annual IUSB Conversations on Race. For you PBS fans, the keynote speaker is Ray Suarez. The event starts at 6:00, in Northside Hall, room 158.

- Managing human resources
 - Henry (chapter 9)
- Representative bureaucracy
 - Oldfield, Ken (2003). "Social Class and Public Administration: A Closed Question Opens." *Administration and Society* 35 (4): 438-461. Handout.

22 Nov -- Thanksgiving recess

29 Nov -- Clarifying complexity

- Clarifying complexity
 - Henry (chapter 6)
 - Lichtblau, Eric (2005). "F.B.I. May Scrap Vital Overhaul of Its Outdated Computer System." *New York Times*, January 15. [Online link](#).
- Complexity and public management
 - Behn, Robert (1995). "The big questions of public management." *Public Administration Review*, 55(4), p. 313-24. [EBSCO link](#).
 - Neumann, Francis (1996). "What Makes Public Administration a Science? Or, Are Its "Big Questions" Really Big? " *Public Administration Review* 56(5), 409-15. [EBSCO link](#).

Third paper due

6 Dec -- International administration, toward a bureaucratic ethic

- International administration
 - Jordan, R.S. (1991). "The Fluctuating Fortunes of the United Nations International Civil Service: Hostage to Politics or Undeservedly Criticized?" *Public Administration Review* 51(4), p. 353-357. [[EBSCO link](#)]
 - Puddington, Arch (2007). "Freedom in the World 2007: Freedom Stagnation Against Pushback Against Democracy." Freedom House. [Available online](#).
 - Lipset, Seymour Martin (1993). "The Social Requisites of Democracy Revisited: 1993 Presidential Address." *American Sociological Review* 59(1): 1-22. [JSTOR link](#).
- Toward a bureaucratic ethic
 - Henry (chapter 13)
 - Goodsell (ch 7)

13 Dec -- Final exam