Professor Vernon Greene
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Secretary: Mrs. Tammy Salisbury (mtsalisb@maxwell.syr.edu)
Office Hours: Wednesday 1:00-3:00 and by appointment

Course Description: This seminar will consider the course through time and space of public administration considered both as a concrete body of practical activity in the world, and as a self-conscious field of academic inquiry. The former (call it public administration) has roots that extend back into antiquity insofar as humans have grappled with the challenge of organizing collective behavior in the attempt to survive and to become effective and enduring actors in historical time. The latter (call it Public Administration) is far more recently recognized as a distinct academic discipline, having reached its fullest and most clearly distinctive academic status in the United States, emerging from other disciplines (such as law, political science, sociology, business studies and industrial management) beginning mainly in the mid-to-late 19th century. Our seminar will consider these phenomena in both the PA and PA senses of the term, but with much more emphasis on the latter. While we will be primarily concerned with the 20th century US experience, significant parts of the seminar will be devoted to looking at public administration within a fuller historical and philosophical framework, as well as in a broader international and global context.

Organization of Work: Over the course of the semester, we will read, discuss, abstract, review and analyze a considerable body of journal articles and parts of several books, and each week selected students will report on them in class. In addition, towards the end of the course each student will write a 20-25 page analytical essay (plus an annotated bibliography of the literature cited) on a challenging question in the field, with specific questions to be assigned by me on 30 October, by which time we will have covered most background material. I will lecture regularly, yet every class will have extensive student participation and leadership responsibility. If we all pull our weight, this class will prove interesting, as well as intellectually engaging and valuable.

Grading: Marks will be based on my best estimate of your performance relative to your prior background and level of effort. I don’t grade competitively among individuals except in terms of the degree to which I think you are giving your best effort. If you weren’t rather bright in any case, you wouldn’t be in the program---so I am looking forward to reading and hearing what you have to say. Proportionally, the overall course grade will be based 50% on your contribution to weekly reading/writing and discussion assignments, 50% will be based on the analytical essay. Investment in making this essay your best work will also likely prove of value on your comps.

Assignments: Written Assignments are to be submitted electronically as WORD documents. Format: Submitted assignments must have your name and the assignment due date within the file name, and
within the document you must have page numbers and a simple header with the identical information on every page. Thus an assignment for the second week for a student by name of Juan Doe would have a filename like JDoe_9_1_14.docx and the page header would be JDoe_9_1_14. When you report on, say, several readings, please submit as a single document, but start each report on a new page.

Submission: Unless otherwise indicated, written assignments are due by noon on the Monday before the Tuesday class during which the topics covered will be discussed. Except by prior arrangement or due to medical emergency, late submissions will be penalized one letter grade if they are no more than 24 hours late, and will not be accepted beyond 24 hours after being due. The lowest assignment grade will be ignored in determining the final grade. Assignments are submitted as WORD email attachments to the mailbox: vgreenepai801@maxwell.syr.edu.

Academic Integrity: Per University Policy, students must abide by the academic rules and regulations established by Syracuse University regarding the ethics of academic work. These require students to exhibit honesty in all academic endeavors. Cheating in any form is not tolerated, nor is assisting another person to cheat. The submission of any work by a student is taken as a guarantee that the thoughts and expressions in it are the student's own except where properly credited to another. This includes any source, including the Web. Violations of this principle include giving or receiving assistance where otherwise prohibited, fraud, plagiarism, or any other deceptive act in connection with academic work. Plagiarism is "...the representation of another's words, ideas, programs, formulae, opinions, or other work products as one's own, either overtly or by failing to attribute them to their true source" (Syracuse University Bulletin 2003-2004: p. 2). See also (http://supolicies.syr.edu/ethics/acad_integrity.htm).

Note that paraphrasing without attribution is plagiarism. It is strictly your responsibility to understand what plagiarism is and how to correctly reference documents and give proper attribution to other peoples' ideas and arguments. Please consult a writing and reference guide if necessary, and see the library website (http://library.syr.edu/cite/index.html) for resources of this kind. Penalties for violations are usually quite severe, ranging from course failure, to dismissal from the program (the norm for PhD students), to dismissal from the university. While you may discuss assignments among yourselves in this course as you choose, you must then write up your assignments entirely on your own.

Books:

Necessary Text: Classics of Public Administration, Jay M. Shafritz and Albert C. Hyde (Paperback, 5th or 6th or 7th edition ok). Try to buy or borrow (very soon) from more senior students where possible—retail prices are quite high. But if you want new, it can be purchased or rented from Amazon.com very promptly.
A Modest, Personal (and decidedly partial) Modern Canon:


Herbert Simon, *Administrative Behavior*

Vincent Ostrom, *The Intellectual Crisis in American Public Administration*

Frederick Mosher, *Democracy and the Public Service*

Chester Barnard, *The Functions of the Executive*

Aaron Wildavsky, *The Politics of the Budgetary Process*

David Rosenbloom, *Federal Service and the Constitution*

Michael Lipsky, *Street Level Bureaucracy*

John Rohr, *To Run a Constitution*

James Q. Wilson, *Bureaucracy*

Eugene Kamenka, *Bureaucracy*

Karl Polanyi, *The Great Transformation*

Herbert Simon, Victor Thompson, and Donald Smithburg, *Public Administration*

Rosemary O’Leary, *The Ethics of Dissent: Managing Guerrilla Government*

Barry Bozeman, *Public Values and Public Interest: Counterbalancing Economic Individualism*

Michael Spicer, *The Founders, the Constitution, and Public Administration*

Deborah Stone, *Policy Paradox and Political Reason*

James Scott, *Seeing Like a State*

Vincent Ostrom, *The Political Theory of a Compound Republic*

*Course Materials* can be found in G:\MAX-Filer\Collab\PAI 801-vgreene-F14.

*This directory contains four subdirectories: 1) ADMIN (for me); 2) DISTRIBUTION MATERIALS (contains current syllabus as well as article and chapter readings for you in .pdf form); 3) DROPBOX (We will not use this) and 4) PUBLIC (also not used by us). This year, homework submissions will be made by email to the mailbox address: vgreenepai801@maxwell.syr.edu as WORD attachments. (We used to use the Dropbox folder for homework submission, but for a number of reasons it drove people crazy.)*
Schedule of Readings

**August 26:** Introduction to the course and discussion of your questions of interest.

**September 2: Major Issues in the Field—An Overview**

This is an introductory sampler of some major enduring issues and mainstream thinkers in the field, intended mainly as a preliminary intellectual orientation.

Please prepare and submit a 1 page double spaced précis of the essential points and arguments in the Waldo against the world (specifically Simon and Drucker) exchange. Then ½ page précis of the other articles. Submit to the mailbox: vgreenepai801@maxwell.syr.edu by noon Monday, Sept. 2 as a WORD email attachment. *(A précis is a type of summary where the author’s principal claims and arguments for them are first fully, fairly and clearly stated, and then critiqued---it is a type of writing that is typical of academic literature reviews, and a valuable skill to master early in your academic career).*


**September 9: Studying and Reforming The American Administrative State—A Sampler From The Era of Orthodox Prescription and Taking Control**

*From Classics:*

- Woodrow Wilson, *The Study of Administration* (1887)
- Frank Goodnow, *Politics and Administration* (1900)
- Jane Addams, *Problems of Municipal Administration* (1904)
- Frederick Taylor, *Scientific Management* (1912)
- William Willoughby, *The Movement for Budgetary Reform in the States* (1918)
- Mary Parker Follett, *The Giving of Orders* (1926)

**September 16: The New Deal through the post-WWII years: The Emerging Heterodoxy**

*From Classics*

- Chester Barnard, *Informal Organizations and Their Relation to Formal Organizations* (1938)
- Paul Appleby, *Government is Different* (1945)
- Dwight Waldo, *The Administrative State: Conclusion* (1948)
**September 23: The Field at Mid- to Late Mid-Century: Heterodoxy and the Emergence of Policy Analysis**


*From Classics*


Alan Schick, *The Road to PPB* (1966)


Jeffrey Pressman and Aaron Wildavsky, *Implementation* (1973)

**September 30: Historical/Theoretical Perspectives**


October 7: Collaborative and Participatory Governance


October 14: Bureaucracy


From Classics

Michael Barzelay et al., Breaking Through Bureaucracy (1992)

Max Weber, Bureaucracy (trans. 1947) (yes, again)

Warren Bennis, Organizations of the Future (1967)

Guy B. Adams and Danny L. Balfour, Market-Based Government and the Decline of Organizational Ethics, Administration & Society 2010 42: 615


October 28: Market Based Government:


Theodore Lowi and Herbert Simon, Lowi and Simon on Political Science, Public Administration, Rationality and Public Choice, JPART (2, 2), (Apr., 1992)


November 11: Globalization and Governance


November 18: Public Administration In the 21st Century

From Classics

Joseph S. Nye, Jr., Information Technology and Democratic Governance

Irene S. Rubin, Perennial Budget Reform Proposals

Deborah Stone, Policy Paradox: The Art of Political Decision Making

Robert Agranoff, Inside Collaborative Networks: Ten Lessons for Public Managers

Jonathan GS Koppell, Administration Without Borders, Public Administration Review, v70


James Perry & Neal Buckwalter, The Public Service of the Future, Public Administration Review, v70
December 2: Public Ethics and Administrative Citizenship:

From Classics

John A. Rohr, *Ethics for Bureaucrats: An Essay on Law and Values*

Carol W. Lewis, *The Ethics Challenge in Public Service*

Guy Adams & Danny Balfour, *Unmasking Administrative Evil...*


