

ADMINISTRATION OF PUBLIC AFFAIRS

PIA2020
Spring 2015
Monday 6-9pm
3911 Wesley W. Posvar Hall

Professor Jennifer Murtazashvili
Graduate School of Public and International Affairs
University of Pittsburgh
3806 Wesley W. Posvar Hall
jmurtaz@pitt.edu
Telephone: 412.648.7611
Office Hours: Monday 9:30-11:30, and by appointment

This course provides an introduction to the field of public management and administration. Public management is a field that concerns how governments—both agencies and the organizations and individuals who work for them—go about providing services to citizens. Politicians, bureaucrats, and citizens throughout the world share a common, but often elusive quest to improve delivery of these services. In this course, we will compare various approaches to governance and management as well as learn about how states deliver (or do not deliver) on their promises to citizens. Although the course focuses heavily on the role governments play in public service delivery, we will also consider the phenomena of contractors (or public-private partnerships) and non-profit organizations who play an increasingly important role working on behalf of states. We will also consider the possibility that individuals are able to organize themselves—without much external intervention to provide services when the state is either unwilling or unable to do so.

Most importantly, this course will introduce you to a rich set of theoretical and practical concepts that will help you understand how the public sector is organized and how it is managed. These concepts are closely tied to and derived from other core courses you are taking at GSPIA, especially (micro-) economics, statistics, and policy analysis.

Although the concepts and issues we discuss in the course are generalizable to a wide range of contexts, the book takes the system of government in the United States (with an emphasis on the federal level) as a primary point of departure. We will undertake comparisons with other countries during the course of the semester.

Grading Policy

GSPIA's grading policy is based on the premise that work at the graduate level is fundamentally different from that at undergraduate institutions. In general, expectations regarding student performance will be higher. Grades in the "A" range will be reserved for students who perform exceptionally well in all components of the course. Grades in the "B" range will be considered satisfactory graduate-level performance. Grades in the "C" range are an indication of below satisfactory performance at the graduate level, with marks of "C-" and below not counted toward a student's degree requirements. Students receiving grades of "C+" or lower on early assignments are urged to meet with the instructor at the earliest opportunity to identify potential problems and develop strategies for improvement.

Students occasionally request an extension at the end of the semester if they cannot complete their assignments due to serious unforeseen circumstances. A "G" grade will be given only under exceptional circumstances, at the discretion of the instructor, and should be discussed with the instructor before the end of the term. According to GSPIA policy, a student must remove the G grade by completing the assigned work for the course as soon as possible in the semester following the course.

Finally, you should note that the assigned readings for the course provide only the skeletal framework for the topics we will discuss. Therefore, in your assignments, you are encouraged to use other research materials, resources, data, readings, etc.

Special Needs

If you have a disability for which you may be requesting an accommodation, you are encouraged to contact both your instructor and Disability Resources and Services, 140 William Pitt Union, (412) 648-7890/ (412) 383-7355 (TTY), as early as possible in the term. DRS will verify your disability and determine reasonable accommodations for this course.

Cheating and Plagiarism

Plagiarism is use of written material from any source without proper citation. It is a serious violation of academic ethics. Note that I adhere strictly to the school policy on plagiarism. Any paper found to have plagiarized material will automatically receive a failing grade, and serious cases of plagiarism can result in a failing grade for the class, so take the time to familiarize yourself with the rules of citation and with GSPIA's policy (found in the GSPIA handbook of academic policies and procedures). If you have any questions on how to cite sources correctly, please ask me directly. Unless clearly specified, you are expected to complete all assignments individually.

Information on student obligations under the University of Pittsburgh's policy on academic integrity can be found here: <http://www.as.pitt.edu/fac/policies/academic-integrity>

Communication and Office Hours

The best way to reach your professor is by email. I am generally quick to respond, but you should allow at least 48 hours for response.

I would encourage you to come see me during my office hours to discuss topics from the class in greater depth. You can sign up for office hours online at: <http://jmurtaz.youcanbook.me>.

Statement on Classroom Recording

To address the issue of students recording a lecture or class session, the University's Senate Educational Policy Committee issued the recommended statement on May 4, 2010:

"To ensure the free and open discussion of ideas, students may not record classroom lectures, discussion and/or activities without the advance written permission of the instructor, and any such recording properly approved in advance can be used solely for the student's own private use."

Assignments and Evaluation

There are four written assignments in this course: two exams and two written memos. Both the mid-term and the final shall be completed in class. Instructions for the written memos will be provided no less than one week before the due date.

- Memo 1: Due January 26 (20%)
- Midterm Exam (in class): February 16 (25%)
- Memo 2: Due March 23 (20%)
- Final Exam (in class): April 13 (25%)

Class participation is worth ten percent of your final grade. Strong participation is characterized by thoughtful responses to questions and dialogue with your colleagues in class.

Attendance: If you miss more than two classes, your grade will drop by a full letter grade. If you are absent from a class there is no need to inform me.

Expectations in the Classroom

Students are expected to come to class prepared. Proper preparation requires that you not only read the materials, but that you also spend significant time reflecting and dissecting the materials for that week.

For a number of reasons, which I will discuss in class, I do not allow the use of laptop computers or other personal computing technology in the classroom. Furthermore, texting is distracting to drivers and it is equally distracting in the classroom. As a result, during this course you must turn off your cell phone.

Books

The following books are required books for the course. They are available at the University Bookstore as well as at any number of alternate retailers:

- Kettl, Donald F., 6th Edition. 2014. *Politics of the Administrative Process*. Los Angeles: CQ Press.
- Schuck, Peter. 2014. *Why Government Fails So Often: And How It Can Do Better*. Princeton: Princeton University Press.
- Micklethwait, John, and Adrian Wooldridge. *The Fourth Revolution: The Global Race to Reinvent the State*. New York: Penguin Press, 2014.
- Howard, Philip K. 2015. *The Rule of Nobody: Saving America from Dead Laws and Broken Government*. New York: W. W. Norton & Company.
- Musell, R. Mark. *Understanding Government Budgets: A Practical Guide*. New York, NY: Routledge, 2009.
- Stanger, Allison. *One Nation Under Contract: The Outsourcing of American Power and the Future of Foreign Policy*. New Haven: Yale University Press, 2009.

In addition to the books listed here, you will be assigned relevant articles and book chapters. The list of these readings are found below.

Electronic Resources

Finally, I strongly encourage you to keep up with current affairs—especially as they relate to trends in public management—during this class and beyond. To help you keep up with what is going on the world, I will assign at least one short article from *The Economist* magazine or another news source that pertain to class topics every week. You are expected to read the assigned article and come to class prepared to discuss.

There are several websites/email lists that I would encourage you to subscribe to in order to keep up to date with emerging trends in public management and administration.

- American Society of Public Administration: <http://www.aspanet.org>
- GovManagement Daily <http://govmanagementdaily.com>
- Governance Journal blog <http://governancejournal.net/>
- People, Spaces, and Deliberation (World Bank): <http://blogs.worldbank.org/publicsphere/>
- Public Administration Times: <http://patimes.org/>
- International City/County Management Association: <http://icma.org>
- Urban Institute: <http://urban.org>

Week 1 – January 5

Introduction: What is a Responsible Public Administrator?

- Kettl, Chapter 1
- Finer, Herman. 1941. "Administrative Responsibility in Democratic Government." *Public Administration Review* 1(4): 335–50.
- Schuck, Peter. 2014. *Why Government Fails So Often: And How It Can Do Better*. Princeton ; Oxford: Princeton University Press. Chapter 1
- Weber, Max. 1978. *Economy and Society*. eds. Guenther Roth and Claus Wittich. Berkeley, CA: University of California Press. Chapter XI, excerpts
- Risen, James, and Matt Apuzzo. 2014. "C.I.A., on Path to Torture, Chose Haste Over Analysis." *The New York Times*, December 15.
<http://www.nytimes.com/2014/12/16/us/politics/cia-on-path-to-torture-chose-haste-over-analysis-.html>.
- Skim the website: <http://www.bestplacestowork.org/BPTW/index.php>

Week 2 – January 12

What Is Public Administration? The Big Picture in Global and Historical Perspective

- Kettl, Chapter 3
- Micklethwait, John, and Adrian Wooldridge. *The Fourth Revolution: The Global Race to Reinvent the State*. New York: Penguin Press, 2014.

Week 3 – January 19

MLK Day

Week 4 – January 26 – Memo 1 Due in class (hard copy and electronic version)

Week 5 – February 2

Role of Government in Society

- Kettl, Chapter 2
- Schuck, Peter. 2014. *Why Government Fails So Often: And How It Can Do Better*. Princeton: Princeton University Press. Chapters 2-4. Available online through NetLibrary
- Wolf, Charles. 1993. *Markets or governments: choosing between imperfect alternatives*. MIT Press. Available online through NetLibrary. Chapters 1-3
- *Federalist Papers* Nos. 10 and 51.

Week 6 – February 9

Organizational Theory

- Kettl, Chapter 4
- Schuck, Peter. 2014. *Why Government Fails So Often: And How It Can Do Better*. Princeton: Princeton University Press. Chapters 5-7. Available online through NetLibrary
- Simon, Herbert A. 1946. "The Proverbs of Administration." *Public Administration Review* 6(1): 53–67.
- Goldsmith, Stephen, and William D. Eggers. 2004. *Governing by Network: The New Shape of the Public Sector*. Washington, DC: Brookings Institution Press. Chapters 1-3

Week 7 – February 16

Midterm Exam

Week 8 – February 23

Regulatory Authority: The Executive and the Courts

- Kettl, Chapters 5 and 6
- Howard, Philip K. 2015. *The Rule of Nobody: Saving America from Dead Laws and Broken Government*. New York: W. W. Norton & Company.

Week 9 – March 2

Reorganization and Reform

- Kettl, Chapters 6 and 7
- Moore, Mark. *Creating Public Value: Strategic Management in Government*. Cambridge, MA: Harvard University Press, 1995. Chapter 2.
- Fukuyama, Francis. 2013. "What Is Governance?" *Governance* 26(3): 347–68.
- Grindle, Merilee S. "Good Enough Governance: Poverty Reduction and Reform in Developing Countries." *Governance* 17, no. 4 (2004): 525–48.

Week 10 – March 9

Spring Break

Week 11 – March 16

No Class

Week 12 – March 23 – Memo 2 due in class (hard copy and electronic version)

Budgeting and Decision Making

- Kettl, Chapter 10 and 11
- Musell, R. Mark. *Understanding Government Budgets: A Practical Guide*. New York, NY: Routledge, 2009.

Week 13 – March 30

Implementation

- Kettl, Chapter 12
- Schuck, Peter. 2014. *Why Government Fails So Often: And How It Can Do Better*. Princeton: Princeton University Press. Chapters 8-13.
- Robichau, Robbie Waters, and Laurence E. Lynn Jr. "The Implementation of Public Policy: Still the Missing Link." *Policy Studies Journal* 37, no. 1 (2009): 21–36.

Week 14 – April 6

Accountability in a Hollow State

- Kettl, Chapter 14
- Stanger, Allison. *One Nation Under Contract: The Outsourcing of American Power and the Future of Foreign Policy*. New Haven: Yale University Press, 2009.

Week 16 – April 13

Final Exam