Public Administration is government in action. To understand the context of our modern governance structures and operations, one must study the evolution of PA in society. This course is grounded in fundamentals of the field, focusing strongly on American experience, current practices, and future prospects but also embracing comparative developments of other nations and global trends and challenges. Complexities of the field that reach beyond passing movements and fads are stressed, while transitory realities – past and present and local to global – are probed.

Public Administration and Society is to be completed among the first 12 units in study for the Master of Public Administration (MPA) degree. The USC catalogue description is as follows: Administrative concepts, institutions, legal systems, and practices; values; facilitation of responsibilities and rights; professional applications for personal, private sector, and public achievement.

The course is specifically designed with a combination of experiential learning techniques, including facilitating conversations based on your experiences as it relates to the learning objectives. Throughout the class day, new information will be presented in a variety of formats, including lectures, small group discussions, class discussions, in-class activities, guest lecturers, and facilitated discussions based on short videos.

**Learning Objectives**

By the end of the class, you will be able to:

A. Discuss the historical evolution of the field of public administration and its major theories as identified in the course outline,
B. Apply major theories to current trends in public administration,
C. Identify, locate and use academic articles/texts to be professionally well informed,
D. Deliver presentations, conduct analyses and write papers that are appropriate for a professional setting, and
E. Understand professional applications for personal, private, nonprofit, and public sectors’ achievement,

through class preparation, discussions, presentations, essay examinations and written assignments.
Course Format

This intensive-semester course format is especially designed to meet scheduling needs of working adults and other busy students who have self-discipline for concentrated individual study and shared work in all-day classes during four-day modules. The general schedule is as follows:

PRE-CLASS—May-June 17, 2010: Study all materials for Module One of the course and also examine those scheduled for Module Two to gain a strong sense of subjects and resources. Prepare short papers assigned for submission on the specified date below.

MOD 1—June 17-10, 2010: Classes meet eight hours each day, Thursday through Sunday. The first class will start at 9:00 am and end at 5:00 pm, with a late lunch break from around 1:00 pm to 2:00 pm. Other days may begin earlier and/or continue later if students prefer to “bank time” to end class earlier on Sunday for the convenience of students who may need to travel long distances.

BETWEEN MODULES: Prepare for the second module of classes. Complete two-page outlines or initial drafts for the short two-part term paper and study to write two essays at the start of class. You may confer with course faculty, Paul Danczyk through e-mail or phone, and it may be useful to consult with other students. In short, you are encouraged to collaborate with others in the class.

MOD 2—July 15-18, 2010: Classes meet each day, Thursday through Sunday. Closed-book essays will be written on Thursday from 9:00 am to 11:20 am, as explained later in this syllabus.

POST CLASS: Complete a two-part final term paper of 16 to 24 pages, which is explained later in this syllabus. Submit that via an email attachment to danczyk@usc.edu no later than the date specified below. Your class essays and two-part term paper will be returned to you via Postal Service, along with evaluations, as quickly as possible after you submit your final paper.

Required Materials


4. A recently published book of your choosing that links public administration WITH one of the following topics: governance, human resource management, networks, public policy, finance, organizational theory, leadership OR legal structures.

5. A number of journal articles are required readings. Instead of providing a reader—and thereby encouraging you to become more familiar with the library system, you are requested to obtain them electronically through the library’s eJournals or through another electronic source. The articles are listed below and must be read prior to the weekend in which they are discussed:


*PAR,* Vol. 67, No. 6 (November/December 2007), pp. 1041-1048. “Administrative Management: Does the Strong Executive Theory Still Merit Our Attention?” This article by Herbert Kaufman is one of several in this *PAR* on *The Brownlow Committee Report.*


**Required Journal**

The *Public Administration Review* (*PAR*) is a principal journal in the field. The Preliminary Course Outline below lists required articles from that journal. Additional, current *PAR* articles may be identified in the final syllabus and during class sessions. You may secure these and other journal articles on-line by using USC’s electronic library resources at [http://library.usc.edu](http://library.usc.edu). One route there may be the SCHOLARS PORTAL, and then to eJournals, but access is frequently changed to updated portals. An alternative for *PAR* access is to join the American Society for Public Administration (ASPA) at [www.aspanet.org](http://www.aspanet.org) at a student rate. ASPA membership provides access to all back issues and current *PAR*s, in addition to the *PA TIMES*. Also, the Los Angeles and Sacramento Chapters of ASPA are excellent for networking among professionals. Annual national conferences and other activities are also useful.

**Required On-Line Sources**

1. On line, please study the U.S. Government’s site: [www.firstgov.gov](http://www.firstgov.gov) or [www.USA.gov](http://www.USA.gov) and similar sites (easily found via Google) for another nation’s government, for California State Government, for local governments of most relevance to you, and for profit and non-profit organizations related to social, economic, and political governance that define much of contemporary public administration.


**Preliminary Course Outline**

This course outline identifies the general subjects of study and principal assigned readings for those. *Study all* the subjects and assignments by speed-reading some, thinking through some in-depth, searching for additional sources of interest to you, and summarizing and reviewing key information.

**Module One: June 17-20, 2010**


   A. Fundamental Contexts of the Field and Its Disciplined Study and Practice.
1. Values and Standards of Constitutional Governance.
   b. Consider the Spring/Summer 2009 actions to appoint a new Associate Justice of the U. S. Supreme Court for the October 2009 Term.

2. Contemporary Social, Economic, and Political Contexts.

B. Sources for PPD 540 Study.
   1. In all required books for this course, study the Tables of Contents, Prefaces, Authors’ Identifications, and other useful Overview contents.
   2. Examine electronic (or printed) files of the Public Administration Review
   3. Learning Disciplines for PPD 540 and for a Lifetime.
      a. Humility and Confidence.
      b. Giving and Getting Help.
      c. Reading and/or Studying.
      d. Speaking and Writing.
      See Merriam Webster’s New Collegiate Dictionary section on Composition Style, including Punctuation.
   4. Review of Students’ Resumes and other initial papers.

C. Current Facilitative State and Contemporary Governance Frameworks. Preceding Administrative State Concepts; Garrison State Realities; Future Prospects.
   1. PA Text, Chapter 1.

II. Historical Roots and Key PA Administrative State Developments.

A. Governance Prior to the Identification of Public Administration as a Distinct Field; Late 19th Century and Early 20th Century Reform Politics.
1. Classical, Enlightenment Era, and Early Industrial Age Theories / Practices in Europe and America.
2. Reform Politics from the American Centennial Era into the Progressive Era.
3. Asian and other Historical Developments.

4. PA Text, Chapter 2.
   “Administrative Management: Does the Strong Executive Theory Still Merit Our Attention?” This article by Herbert Kaufman is one of several in this PAR on The Brownlow Committee Report.

III. Structures of Governments and Other Governance Entities. Professional Roles.

A. Theories and Practices of Bureaucracy in Governments, Religious Organizations, Businesses, etc.
B. American Federalism and Intergovernmental Relations. PA Text, Chapter 3.
C. Comparative Examples: Unitary States; Confederations; International Non-Governmental Organizations (NGOs: United Nations; World Bank; etc.)
F. Theories and Practices of Local Metro-Government Conjunction (H. George Frederickson; Councils of Government; International City/County Management Association, etc.). Google SCAG, the Los Angeles Metro Area Council of Governments and consider contents of its web site.
G. Local and State Governments
   Counties, Cities, Special Districts, and other local governance frameworks.
   2. James Svara on forms of local government – Class Handout.
H. Private-Sector Governance Examples: Franchises; Subsidiaries; Equity Holdings; Mixed Enterprises; Government-Created Organizations, etc.
I. Roles and Competencies of Public Administrators.
IV. Historical and Contemporary Organization Theories and Practices.

A. The evolution of organization theory and practices.
B. *PA Text*, Chapter 4.

V. Emerging and Prospective Contexts, Concepts, and Practices: *Ideals / Realities*!!

A. 2009 American Political Contexts of Public Administration.
   2. Consider California voters’ rejection of all but one measure on the 19 May 2009 election. Consider Americans’ political involvements generally. What are implications for professionally expert public administration?
B. Perry, Part One: Aspirations for Leaders in the Nonprofit and Public Sectors; and Part Two: Leadership Theories for the Nonprofit and Public Sectors.

**Module Two: July 15-18, 2010**

From 9:00 am to 11:20 am on Thursday, two “closed-book” essays will be written.

VI. Private & Public Sector Human Resources (*Human Capital*) Management; Public Personnel Administration and Collective Bargaining.

A. Human Resources Theories and Practices in Businesses, Governments, and Non-Profits.
B. *PA Text*, Chapter 5.
E. Journal Articles:
VII. Budgeting and Finance and/or Finance and Budgeting and/or *Spend, Spend, Spend and Bill Tomorrow’s Generations* ?!!

A. Getting to Today: Government Budget Trends. Review challenging governmental financial and budgetary struggles studied in Module One and on-going developments.

B. Here and Now Concepts and Practices:


VIII. Decision Making.

A. Choices among Goods & Evils; Facing Contradictions; Embracing Paradoxes.

B. Practical Theory: *Substantive Rationality* and/or *Procedural Rationality* – Herbert Simon’s concepts of Bounded Rationality and Artificial Intelligence.

C. Policy Analysis Theories: *Classics*, Article 21 (studied earlier) plus Articles 26, 30, 39, 44, & 55.

D. *PA Text*, Chapters 7 & 8 (in part).

IX. Convergence of Law, Politics, and Management in Public Administration.

A. American Frameworks of Public and Private Management.


X. Responsible Public Self-Governance and Government Responsible to People.

A. Constitutional Governance Frameworks (Review from Module One).

   Consider again developments in the 2009 U. S. Supreme Court appointment.

   Also further consider fundamentals in Guantanamo / Security debates.

B. Interactions of People and Governmental and Private Administration and Law.
C. Ethical Standards and Accountable Conduct.
1. PA Text, Chapter 12.

XI. Reflections from Experience and Future Prospects.

A. PA Text, Chapter 13.
B. Perry, Part Four: The Next Generation of Leaders and Leadership.
C. Future Prospects for Social, Economic, and Political developments and for Public Administration.

Your Lifeline: Birth to Now and into the Distant Future!

Written Assignments

Four sets of written assignments are required for this course: (1) two initial one-page papers and one two-page paper; (2) one, three- to five-page book review; (3) two in-class essays; and (4) one brief two-part term paper.

A. DUE: Thursday, June 17, 2010
Please submit two one-page papers and one two-page paper: (1) your one-page resume; (2) one-page summarizing your principal interest in the field of public administration; and (3) a two-page analysis projecting three topmost characteristics of Public Administration in America (or in your home nation) five or more years from now. These papers will be duplicated in alphabetical order of students’ names, and all will be distributed to all in the class. To facilitate copying, please print on only one side (do not duplex) and do not staple. Each paper must be professionally well written and prepared in a 12-point type font. The one-page resume may follow any professional style. The other two papers are to be double spaced and must not exceed the page limits.

B. BOOK SELECTION DUE: Friday, June 11, 2010
PAPER DUE: Thursday, June 17, 2010
Please submit one, three- to five-page report on a book of your choosing that relates public administration WITH one or more of the following topics: governance, human resource management, networks, finance, organizational theory, leadership OR legal structures. Choose a book in which you are interested. If you have questions about your book, let me know.
The book must be recently published—2008 or more recent—by a scholar(s) in the field. The paper must be professionally written in 12 point font, double-spaced. The reports will be duplicated so that everyone has a copy to reference.

You will create a 10-minute presentation about the book’s main arguments and findings. Additionally, lead a 10-15 minute conversation about how the book links to the course readings. While PowerPoints are a valuable learning tool, they should not be used for this presentation. The structure of this assignment will be more similar to a book club-type of conversation.

Your presentation will be scheduled to correspond with the topic of the day. So, please be sensitive to the topics covered in the first session, as you may need to be ready to present that weekend. The book title and main theme should be sent to me no later than the date above. Prior to the beginning of the first session, I will send you a calendar with the day and general time of when you can expect to present.

Think creatively! The book should have linkages of the main theories to a public or nonprofit governance setting.

C. ON: Thursday, July 15, 2010
From 9:00 am to 11:20 am, you will write two closed-book essays. Alternative subjects for these essays will be discussed and clearly determined during the first series of classes. You will write on any one subject of your choice from among six from Module One, and you will write on one such subject from among six from Module Two. You will write in long hand using a wide-lined tablet provided by the professor.

D. DUE: Friday, July 30, 2010
A term paper of two brief parts of 8 to 12 pages each (a total of 16 to 24 pages) is to be completed and submitted as noted on page 2 above. The two assigned parts of your paper are short. Each may be prepared independently of the other to facilitate early completion, but both are to be submitted at the same time please as one attachment or no more than two attachments to dancyk@usc.edu. For the first short paper, you may select one of the following three topics: (1) A professional self assessment of your career goals and your past experience and present competencies and needed added ones to achieve your aspirations. (2) A job-search plan, identifying 3 to 6 realistic probabilities for professional employment and including reports of initial research on and contacts with at least 2 of those. (3) An entrepreneurial plan for your engaged civic, political, or creative engagement in responsible public affairs, including initial research and networking / contacts made in such activities. For the second short paper, you may select one of the following three topics: (1) An analysis of the three most useful subjects that you have learned in this course. (2) A report of how you have applied 2 to 3 subjects studied in this course in your present activities. (3) An analysis of two principal faults or deficiencies of contemporary public administration and possible ways to correct those. Each of the two short papers is to be documented with bibliographical and/or other references. Both are to be professionally well written. Composition will be evaluated equally with the contents. Papers are to be double-spaced and in 12-point font. Please do not exceed the page limits.
Class Attendance and Grading

In this intensive-semester course, **class attendance each day in both modules is required.** Do not register for conflicting classes. You are expected to be on time, be prepared for class, dress appropriately, and write professionally well. Your grade will be impacted because of tardiness, both in your attendance to class and the submission of homework assignments. If an unexpected situation occurs which requires you to be out of class, please contact the instructor as soon as possible so that alternative arrangements can be made to make up the lost classroom instruction. It may be helpful to have someone review your assignments for grammatical proficiency prior to submitting them for a grade.

As in other graduate / professional education, **reasonable flexibility and responsibility** in performance and in grading are necessary. It is beyond most human capacities **to read in detail** all of the assigned materials in this course. Instead, you are **to study** all materials **reasonably,** learning in the process about limits and capacities of being human.

**Grading, as a percent of the final grade**

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class preparation and participation</td>
<td>10%</td>
</tr>
<tr>
<td>Module 1 assignments (2, one-page papers &amp; 1, two-page paper)</td>
<td>20%</td>
</tr>
<tr>
<td>Book report and presentation</td>
<td>10%</td>
</tr>
<tr>
<td>In-class essays</td>
<td>30%</td>
</tr>
<tr>
<td>Term paper</td>
<td>30%</td>
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</tbody>
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*The basic grading standard will be the fundamental one of professional public administration and constitutional democracy: a search for reasonableness.*

**Course Instructor**

**Paul Danczyk, PhD,** is the Associate Director of State Capital and Leadership Programs for the School of Policy, Planning, and Development, University of Southern California.

In his current capacity, Danczyk designs, coordinates and presents in leadership and management programs, impacting national, state and local governmental and nonprofit organizations. Additionally, he fosters the administration of the Master of Public Administration and Master of Health Administration academic programs in Sacramento with over thirty-five classes annually, and maintains faculty relations, course scheduling and SPPD operations.

He previously served as the President of the Graduate and Professional Student Association at the University of Pittsburgh, representing over 9,000 graduate students to the University’s administration, the Pittsburgh community, and national, state and local elected officials. Danczyk was a Peace Corps Volunteer in Namibia where he was an acting director of a teacher-training program at the National Institute for Educational Development.
He is a board member of the American Society for Public Administration, Sacramento Chapter and the president of the USC Alumni Club of Sacramento. He also regularly volunteers through Hands on Sacramento and with the Capital Public Radio Fund Drives.

Danczyk earned his PhD from the University of Pittsburgh, focusing on Public and International Affairs; MPA from the University of Southern California; and BS from the Pennsylvania State University.

He can be reached at <danczyk@usc.edu>, 916.442.6911 extension 29 or at his office at the USC State Capital Center, 1800 I Street, Sacramento. During class modules, meetings before and after classes and at lunch times may be arranged.

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A student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP, Office of Student Affairs, STU 301; University of Southern California; Los Angeles, CA 90089-0896. The phone number of DSP is 213-740-0776, and that office is open from 8:30 am to 5:00 pm Monday through Friday. Please be sure that the letter is delivered to me (the course professor) reasonably long before the start of intensive-semester classes to facilitate accommodations.

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Please do not present gifts of any sort to USC faculty or staff.

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Academic integrity: Students should maintain strict adherence to standards of academic integrity, as described in SCampus (http://www.usc.edu/dept/publications/SCAMPUS/). In particular, the University recommends strict sanctions for plagiarism, defined below:

11.11 Plagiarism
A. The submission of material authored by another person but represented as the student's own work, whether that material is paraphrased or copied in verbatim or near-verbatim form.
B. The submission of material subjected to editorial revision by another person that results in substantive changes in content or major alteration of writing style.
C. Improper acknowledgment of sources in essays or papers.

Note: Culpability is not diminished when plagiarism occurs in drafts which are not the final version. Also, if any material is prepared or submitted by another person on the student's behalf, the student is expected to proofread the results and is responsible for
all particulars of the final draft. Source: SCampus University Governance; http://www.usc.edu/dept/publications/SCAMPUS/governance/gov05.html

For more information also please see the "Guide to Avoiding Plagiarism," from USC's Expository Writing Program, http://www.usc.edu/student-affairs/student-conduct/ug_plag.htm. All reference to the work of others must be properly cited using APA citation standards. This includes work made public on the WWW. If you have any questions about academic integrity or citation standards, please ask in advance.

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Appendix A.

Related Books of Interest

Not required but useful for this course are vastly more publications than one may reasonably be expected to study for one course. Some that merit examination follow, and others will be recommended and summarized during class sessions.


Mitchell Rice, ed., Diversity and Public Administration. (M.E. Sharpe, anticipated publication in March 2010).


