

**PADM 537: Seminar in Public Management**  
**Spring 2016**

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**Course Description**

This course is designed to develop (1) written and verbal communication skills, (2) an understanding of and sensitivity to the range of ethical issues inherent in public sector management, and (3) a sense of the bureaucratic/political environment and processes crucial to effective performance and even survival in public sector management. The course will emphasize seminar discussion of the readings and cases. Usefulness of class discussion requires prepared and active participation of the members of the class.

**Class Participation**

You are expected **to do the assigned reading for the week before the class** in order to participate meaningfully in the class discussion. Timely completion of assignments and regular attendance are therefore essential. All students are expected to come to class on time and attend full class session

You may miss one class without affecting your participation grade. Additional absences will result in one-half letter per absence deducted from the class participation grade. Lack of preparation will be treated as an absence. Late submission of written assignment will result in loss of one-half letter grade per day.

Some of these details may seem to you excessively bureaucratic. However, in the real life bureaucratic management you will be confronted with, strict deadlines and many detailed procedures. Being an effective public administrator has never been easy.

**Required Books:**

Wilson, James Q. (1991) Bureaucracy, Basic Books.

**Grading:**

(1) Mid-term and final written examinations	35 %
(2) Leading two case discussions	30 %
(3) Two memo exercises (to be distributed)	30 %
(4) Class Participation	15 %

### **Academic Integrity**

Academic dishonesty will not be tolerated, and normally will result in a grade of F for the course. All students are expected to carefully read and follow the UNM Student Code of Conduct. Plagiarism, intentional or unintentional is unacceptable and is considered academic dishonesty. Contact the instructor if you have any questions.

### **Students with Special Needs**

Instructor will follow the UNM policy regarding students with special needs. The policy may be accessed at <http://www.unm.edu/-ubppm/ubppmanual/231 O.htm>

Accessibility Services (Mesa Vista Hall 2021, 277-3506) provides academic support to students who have disabilities. If you think you need alternative accessible formats for undertaking and completing coursework, you should contact this service right away to assure your needs are met in a timely manner. If you need local assistance in contacting Accessibility Services, see the Bachelor and Graduate Programs office.

**Note: There will be changes in the syllabus, as needed, during the semester. Additional readings and assignments will be added throughout the semester.**

## **Schedule and Assignments:**

### **I. Politics and Public Administration**

- Week 1, January 20<sup>th</sup> Introduction. Syllabus Review  
Readings: Wilson; Chapters 13-15; Zakaria (2014)  
Dilulio (2012)
- Week 2, January 27<sup>th</sup> Readings: Wilson; chapters 1-2; Golway (2014);  
Svara (2001); Desai and Snaveley (2007); Ornstein (2013)
- Week 3, February 3<sup>rd</sup> Readings: Gauen (1997); Cooper and Bryer (2007);  
Harris (2006)  
Case: Centralia Mine Blast
- Week 4, February 10<sup>th</sup> Readings: Wilson; Chapters 10-12; Bing; Tankersley &  
Matthews (2013)  
Case: Urban Growth Areas in St. Claire County

### **II. Public Management**

- Week 5, February 17<sup>th</sup> Readings: Wilson: Chapters 7-9; Walker (1976); Kelman  
(2013); Neal (2013); Gold;
- Week 6, February 24<sup>th</sup> Readings: Landau (1969); Soni (2000); Savvy and Sage (2007)
- Week 7, March 2<sup>nd</sup> Readings: Wilson: Chapters 3-6; Borins (2000); Correia (2014)  
Goodman;  
Case: Move Disaster
- Week 8, March 9<sup>th</sup> Readings: Miles (1978); Mazmanian (2014); Asmus (2014);  
Nickerson (2014); Carney and Getz.

Week 9, March 16 <sup>th</sup>	Spring Break
Week 10, March 23 <sup>rd</sup>	Readings: Besselman (2000); Koppell (2006); Witte (2006); Lifsher (2007); Opiel (2011); Pearlstein (2014); Desai Notes on Privatization; Private Prisons in the U.S. (1998); Advantages of Privatization of Jails Case: MUNI Equipment Case

### **III. Ethics**

Week 11, March 30 <sup>th</sup>	Readings: Cooper (2004); Thompson (1985); Thompson (1992) McClellan; VA Survey
Week 12, April 6 <sup>th</sup>	Readings: Thompson (1980); Value-Driven Leading; ASPA Code of Ethics; Mission: Ridiculous; Kidwell (2014) Case: Curious Case of Meat Inspectors
Week 13, April 13 <sup>th</sup>	Readings: Jos et al. (1989); Whistleblower (2004); Dealing with Difficult people; Langer (2014); Crimaldi Case: Vietnam Cover-Up
Week 14, April 20 <sup>th</sup>	Readings: Burke & Clearly (1989); Denhardt & Catron (1989); Fox; Banality of Bureaucracy (2014); Schultze and Crowe, (2014)
Week 15, April 27 <sup>th</sup>	Ethics Discussion
Week 16, May 4 <sup>th</sup>	Last Class: Wrap Up