

Saint Michael's College

Winooski, Vermont, 05404

OFFICE OF THE PRESIDENT

Spring Semester 1979
Saint Michael's College

SYLLABUS

POLITICAL SCIENCE 205: PUBLIC ADMINISTRATION

"An Introduction to the Organization, management and administration of public agencies on the local, state, and national levels." -- Catalogue

Instructor:

Dr. Edward L. Henry

Educated: St. John's University (Minnesota); Harvard Graduate School of Business; University of Chicago Department of Political Science. Professor of Government at St. John's Univ.; Saint Mary's of Notre Dame; Beholastica College (Kansas). Public office at state and local levels.

Office:

First Floor Annex, Founders' Hall

Office Hours:

By Appointment (Ext. 2211) or As Available

Class Hours:

Tuesdays and Thursdays: 10:00 A.M. - 11:15 A.M.
Occasional Monday evenings at 6:30 P.M. to compensate for missed classes.

Classroom:

Jemery Room 51

Textbook:

Robert C. Fried, Performance in American Bureaucracy (Little, Brown and Company, 1976)

Course Procedures:

Lectures, class discussion, student written and oral reports, panels. The course is offered at the sophomore level of comprehension. Some short papers may be required. Mid-term and final written exam.

On Reserve:

Reprints of Articles. Books as Assigned.

Assignments:

Given out in sections over the semester--usually one chapter of text per class period--with suggested study questions and auxiliary readings, if any.

Assignment 1: Performance. Ch. 1 Fried, pp. 3-21

- 1) What is the crisis of American institutions and what has brought it about?
- 2) What role, if any, does the "bureaucracy" play in it. What is the "bureaucracy"?
- 3) What is at stake if the system of public administration misperforms?
- 4) What is the cause of the "performance gap" alluded to by Fried?
- 5) What do you consider "performance evaluation" to be? How does politics enter into evaluation? What is "performance"??
- 6) What is Fried's method of studying public administration? What does he hope to do? What criteria does he establish to test performance?
- 7) Specifically, what "dangers" does Fried see in using effectiveness alone as a criterion for judging performance of an agency. Enumerate. Explain. 16ff.

Assignment 2: American Bureaucracies Ch. 2 Fried, pp. 23 - 40

- 1) How may we divide the policymaking institutions of the American government?
- 2) What is "federalism"? Explain the magnitudes involved in numbers of different governmental units?
- 3) How would you go about describing the extent to which some countries or states or counties are governmentalized in comparison with others?
- 4) Describe the Weberian (Max Weber, 1864-1920) model of administrative organization which is sometimes formally called a "bureaucracy"?
- 5) There are a number of reservations by social scientists about the Weberian model as a general description of how administration may operate. Enumerate. In what sense is a bureaucracy a "Darwinian" "organism"?
- 6) Are states or local governments better models of Weberian organization than the Federal government? Why or why not? Be specific.
- 7) What difference might one find between private and public administration in the United States?

References: 1) Encyclopaedia of Social Science:
"Bureaucracy"; "Weber, Max"; "Administration".

Assignment 3: Three Criteria With Which To Measure Performance.
See Fried, Ch. 3, pp. 43-80

- 1) Define clearly each of the three performance guidelines or criteria (Fried calls them "ethics") and distinguish each from the other.
- 2) What are the tenets of "liberalism" as an ethic?
- 3) How do you understand "responsiveness" as an ethic? Who should an agency be responsive to? Does responsibility equal responsiveness? Explain. What kinds of forces exist outside the agencies that may help bring about responsiveness from an agency?
- 4) Do you agree with each of the criteria listed by Fried on p. 55 as guides to determine "good" performance in responsiveness?

- 5) Define "effectiveness" as an ethic or measurement of performance. What does Fried mean when he says the the Federalists preferred effectiveness over liberalism and responsiveness while the Jacksonians preferred responsiveness. (read Jackson's statement on p. 57) Do you agree with it?
- 6) What is the Wilsonian position with reference to separating administration from politics in order to create greater effectiveness. Does his position also lead to responsiveness? Liberalism?
- 7) Assuming that presidential leadership provides effectiveness in government, what steps were taken to improve presidential control over the bureaucracy from 1912 on as enumerated by Fried?
- 8) Effective use of resources is one goal of good administrative performance. In an effort to achieve good budgeting (which under laissez faire meant spending as little as possible--why?) different approaches to budgeting were invented for the bureaucracy. All of them involved measurement or comparison in some sense. How was "performance budgeting" different from the previous system? Following this, PPB was offered as a substitute. It differed how from "performance" budgeting? But then, in 1973 PPB was abandoned and replaced by the MBO system--Management by Objectives which was what?
- 9) Why does Fried say that it is easier to measure effectiveness in private business than in public administration? What are some of the reasons why it is more difficult to measure public administrative goals? Why should Congress be "vague" in setting goals for administrators to carry out? as stated on line 12 of page 63? and again in the middle of page 65.

Fried mentions several possible measuring roads to check on EFFECTIVENESS such as (a) goal achievement (b) efficiency (c) input measures (d) beneficial influence (e) sufficiency (f) survival. What type of weakness characterizes each of these measurements of EFFECTIVENESS? How can the three ethics or guidelines for performance evaluation conflict?