Instructor: Dr. Douthard R. Butler  
Office: Patriot Square, Building 10517, Suite 4104; Tel x3-3251  
E-Mail: dbutle5@gmu.edu  
Office Hours: By Appointment  

REQUIRED TEXTS:  

COURSE DESCRIPTION  
The administrative branch is a central actor in modern government. It is essential that students of government (local, state, national, international) and of the many non-governmental organizations that interact constantly with government understand the structure and role of the bureaucracy in the formulation and implementation of public policies. This course will address three major aspects of bureaucracy in a political system: 1) the structure and function of administrative organizations within the larger governmental system; 2) the internal operation of administrative organizations; and 3) the critiques of bureaucracy and attempts at administrative reform.

COURSE ORGANIZATION  
This course is organized around the assumption that readings are completed prior to the class for which they are assigned. Lectures will provide the framework for class discussions. The final examination is an essay-take-home exam. No tests or exams will be administered in the classroom. The required textbook provides an excellent collection of readings that address the major course objectives. You will be required to participate in a debate of a salient current issue. Your topic and position (pro or con) will be randomly assigned. A list of the assignments will be distributed in the class during the second week of school.

ACADEMIC INTEGRITY  
Mason is an Honor Code university; please see the University Catalog for a full description of the code and the honor committee process. The principle of academic integrity is taken seriously and violations are treated gravely. What does academic integrity mean in this course? Essentially this; when you are responsible for a task, you will perform that task. When you rely on someone else’s work in an aspect of the performance of that task, you will give full credit in the proper, accepted form. Another aspect of academic integrity is the free play of ideas. Vigorous discussion and debate are encouraged in this course, with the firm expectation that all aspects of the class will be conducted with civility and respect for differing ideas, perspectives, and traditions. When in doubt (of any kind) please ask for guidance and clarification.

MASON EMAIL ACCOUNTS  
Students must use their Mason LIVE email account to receive important University information, including messages related to this class. See http://ods.gmu.edu.

ENROLLMENT  
Students are responsible for verifying their enrollment in this class. The last day to add is September 4, 2012. The last day to drop with no tuition penalty is September 4, 2012. Please be advised that after the last day to drop, with drawing from this class requires the approval of the dean and is only allowed for nonacademic reasons. Undergraduate students may choose to exercise a selective withdrawal. See Schedule of Classes for selective withdrawal procedures

Campus Resources  
- Disabilities  
  If you are a student with a disability and you need academic accommodations, please see me and contact the Office of Disability Resources at 703-993-2474. All academic accommodations must be arranged through the OSD.http://ods.gmu.edu
  - Writing Center  
    A114 Robinson Hall: (703) 993-1200; http://writingcenter.gmu.edu
    Students are strongly encouraged to use the Writing Center here at Mason. The Center can provide invaluable support from the exploratory stages (draft) of the writing process up through a final, well-presented idea in a final version. Please note that in response to faculty and student interest in better supporting ESL students, the Writing Center is launching a new program-Opt-in-ESL Support Program.
University Libraries
“Ask a Librarian”: http://library.gmu.edu/mudge/IM/IMRef.html
• Counseling and Psychological Services (CAPS)
  (703)-993-2380
  http://caps.gmu.edu
University Policies
The University Catalog, http://catalog.gmu.edu, is the central resource for university policies affecting student, faculty, and staff conduct in university academic affairs. Other policies are available at http://universitypolicy.gmu.edu. All members of the university community are responsible for knowing and following established policies.

COURSE REQUIREMENTS AND GRADING

Class attendance is required. Students unable to attend class should notify the Instructor as soon as possible, preferably before the particular class session.

Class Attendance-10%
Debates…………15%
Memorandums/Thought /Talking Papers(5)………….75%
Writing Requirement #1-15 %
Writing Requirement #2-15%
Writing Requirement #3-15%
Writing Requirement #4-15%
Writing Requirement #5-15%

All writing requirements are passed out during the course and time is allotted for full discussion on all aspects of the requirement. “Due dates” for each requirement are discussed in class and the class agrees on the actual due date, given the parameters provided by the professor.

CLASS SCHEDULE AND ASSIGNMENTS

September 1
Administrative Orientation

Lecture: Just Words; Notions about how society is organized; The Concept of Community; Types of Communities; Aristotle’s Main Themes of Communities; Themes not Covered; Church vs. Society; World Religions; The role of Church & State in society- Do we really need both, or either? The Ten commandments: Politics vs. Administration; Defining Public Administration; who are the Public Administrators; Political Institutions vs Administrative Institutions; The roles of Political Institutions; The Constitutional Authority exercised by the three branches of government over the administrative process; Defining politics/political/being political; What government does-The Public Purpose; Relationship Between Government and Citizens-Roles the Government can Play; The Essential Public Purpose; Criteria for all writings in Government 351-002;

Discussion and Distribution of WR#1
Reading assignments: Stillman , Chapter 1 (to include Case Study 1-The Blast in Centrailia No.5: A Mine Disaster No One Stopped), Stillman: Pgs 1-45; Chapter 14(to include Case Study)- Reinventing School Lunch: Transforming a Food Policy into a Nutrition Policy, Stillman: Pgs 444- 472;

September 8

Lecture: The Odyssey of Senior Public Service: What Memoirs can teach us about Governmental and Organizational Behavior; Predictable Surprises: Disasters You Should Have Seen Coming; The Impact of “Silence” on Productivity in the Workforce.

Lecture: The relationship between Public and Private Management: Similarities-How is Public and Private Management alike? How are they different? Differences between President of USA and CEO’s of major corporations; Intersectoral Administration ; Organizations and Characteristics of the Public, Independent, and Private sector; The Dimensions of Privatization; Discussion and Distribution of Debate Assignments.

Reading assignment: Stillman, Chapter 15/Case Study 15-The Human Genome Project

Distribution/Discussion of WR#2

September 15

Lecture/Discussion: Change Management in the Public Sector: Defining and Understanding Change; Defining Change Agent; Creating a Work Environment Free of Fear; Change Management-Organizational and Personal-Managing Change; The Change Curve; Maneuvering through the Change Curve; Probable Comments from Workers Experiencing Change in an Organization; Beware of Flying Monkeys; Types of Flying Monkeys; Flying Monkey Business; Miscellaneous Flying Monkies; The Lure of Poison Poppies; Change Agent’s Responsibilities; Types of Personnel in a Change Process Environment; Discussion and Distribution of WR#2
September 22
Lecture: The Concept of Bureaucracy; The Growth of the Federal Government; The Structure of American Bureaucracy; The Growth of the Public Enterprise; Sources of Bureaucratic Power; Bureaucracy and Public Expectations; Controlling the Bureaucracy; Life Cycles of Bureaus; Type of Officials in a Bureau; Controlling the Bureaucracy; The Delicate Balance Between Controlling and Managing the Bureaucracy; Bureaucratic Politics Paradigm; Bureau Politics and Decision-Making; E-Bureaucrat: The Web-Level Bureaucracy; Politics/Administration Dichotomy

September 29
Lecture: Understanding the Critical Role Of Doctrine in Public Policy Making.
Lecture: Public Policy; Sources of Public Policy; Types of Public Policy; Why Bureaucracy has become a policy making institution; Policy making functions of a public agency; The Wheel of Public Policy;
Lecture: The Ecology of Administration; The Brownlow Report; The Administrative Procedure Act of 1946;
Reading Assignment: Stillman, Chapter 3 (to include Case Study 3- “Dr. Helene Gayle and the AIDS Epidemic”)

October 6 /13
Lecture: The Evolution of the Public Personnel System; Civil Service Reform; Categories of Public Servants; Aftermath of the Civil Service Reform Act of 1978(CSRA); History of Pay banding in the Federal Government; What is pay banding; Advantages of pay banding; What was NSPS? Why NSPS? NSPS Classification-Pay Bands; Examples of Pay Band Groupings; Proposed Career Groups; NSPS Key Events and Activities; The Demise of NSPS-Lessons Learned;

Discussion & Distribution of WR#3

October 20
Lecture: Changing Patterns of American Public Administration; National Purpose: The proper federal role; Intergovernmental relations; Distribution/Discussion of WR#3
Lecture: Administrative Law; The Administrative Presidency; The Cabinet of the un-equals;
Reading assignments: Stillman, Chapter 5/Case Study 5 ‘Wichita Confronts Contamination”.
Reading Assignment: Stillman, Chapter 12 (to include Case Study 12, “Wisconsin’s Budget Deficit”)

October 27
Lecture: The Budget Game? Why do we budget? Types of Spending. The History of Public Budgeting; The Objectives of Budgeting; Types of Budget; Types of Budgets(Categorized on the basis of who makes them) Budget and Financial Administration; Landmarks in Federal Budget Practices; Budget Statutes; The Politics of Budgeting; Fiscal Policy Tools.

November 3
Lecture: Leadership; A Definition; The Problem; Types of Leadership; Leadership Styles; Concept of Leadership; Eleven Principles of Leadership; Four Factors of Leadership; Leadership in the Public Arena; Power and Political Leadership; Personal Construct Theory; Leadership and the Work Environment; Differences Between a Manager and a Leader.

November 17
Debate Topic #1-----Are women in general abusing the sexual harassment issue?
Debate Topic #2-Is Privatization an Effect Means of Downsizing the Federal Government?

Distribution/Discussion of WR#5

November 22-26-No Classes-Thanksgiving Holiday

December 1
Debate Topic #3-----Should the Social Security Fund be privatized?
Debate Topic #4-------- Should Marijuana be legalized as a recreational drug?
Debate Topic #5- Should Public Education be Privatized ( Voucher System)

December 8
Debate Topic #6--------Is Affirmative Action still necessary as a Matter of Public Policy?
Debate Topic #7--------Should Federal Immigration Laws be updated?
Debate Topic #8---Should Stem Cell Research be approved as a matter of public policy?

All Writing Requirements are due NLT 4pm Friday December 18