Instructor: Jim Burroughs – JD, MPA, CAGS  
Office Phone: 703/993-2956  
Email: jburroug@gmu.edu  
Fairfax Office: A237 Robinson Hall  
Office Hours: Wed 2-345pm, Thurs 5-7pm  

Class: Thursday, 720-100pm  
Room: Robinson A105  

**Texts:**  

The texts are listed as Stillman and Shafritz in this syllabus. All journal articles are available through the GMU library databases or have an internet URL listed.  

**Course Description**  

This course is the first graduate level class leading to the Master of Public Administration degree. It is a survey course that will introduce students to the history, ideas and practices of public administration. This includes studies of organization, policy, law, management, public service and reform issues. Public administration study includes all three constitutional branches of government in addition to its main focus on the operation of the bureaucracy. Its study includes all levels and types of governmental bodies and increasingly non-governmental organizations.  

This class is also an introduction to graduate level work. There is more reading in this course than in similar undergraduate courses, more class preparation and greater oral participation is expected. All graduate courses in the MPA program involve at least one significant written project. There will be discussions on research techniques and writing styles in addition to the substantive public administration topics.  

All exams, papers and handouts will be typed. No handwritten work will be turned in for a grade. Students are expected to complete all work required during the semester. Students are advised not to seek a grade of incomplete (IN) unless there is a true emergency situation. A grade of IN becomes a final grade of F (failure) unless work is completed within six weeks of the start of the next semester. A student seeking an incomplete must present a written request explaining the circumstances along with a proposed timetable for completion of the courseware before the distribution of the final exam.


**Honor Code Policy**

The **Honor Code** policy endorsed by the members of the Schar School of Policy and Government relative to the types of academic work indicated below is set out in the following paragraphs:

1) **Quizzes, test and examinations.** No help may be given or received by students when taking quizzes, tests or examinations, whatever the type or wherever taken, unless the instructor specifically permits deviation from this standard.

2) **Course Requirements:** All work submitted to fulfill course requirements shall be solely the work product of the individual(s) whose name(s) appears on it. Except with permission of the instructor, no recourse is to be had to projects, papers, lab reports or any other written work previously prepared by another student, and except with permission of the instructor no paper or work of any type submitted in partial fulfillment of the requirements of another course may be used a second time to satisfy a requirement of any course in the Department of Public and International Affairs. No assistance is to be obtained from commercial organizations, which sell or lease research help or written papers. With respect to all written work as appropriate, proper footnotes and attribution are required. Students should follow an accepted reference/style manual such as MLA or APA.

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**Graded Activities:**

1) Class Participation - 5%. Includes: Stillman case study presentations and overall participation.
2) Literature review in PA Journals - 25%.
3) Research Project - 35%.
4) Final Exam - 35%.

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Jan 26 – First Day of Class- Overview of Class and Introduction to the Study of Public Administration.

Feb 2 – Public Administration History & PA Theory

Readings:
Texts: Stillman – Chapter 1; Shafritz – Chapter 1

Feb 9 – Constitutional, Political and Legal Foundations of Government & Public Administration

“Big” Questions in Public Administration

Readings:
Shafritz – Chapter 3

Journals (Online):
July/August 1995

Try to find these journal articles using the GMU Library databases. Go to www.gmu.edu, then to Academics, then to Libraries, then to the “Articles and more” heading searching on the journal title, then on year and month. You can access the library directly by using: library.gmu.edu. You should also practice using the library Databases to find materials. Most journals in this class will be found on the Proquest, SAGE or JSTOR databases. You will need to use your GMU email name and email password to access the databases from off-campus.

Reading & Writing: Read the Declaration of Independence and the Constitution of the United States. After reading both documents, identify the complaints against the King of England in the Declaration and then identify how the complaints were dealt with in the Constitution. Bring a copy of your list to class. Copies are available via the internet, from the National Archives at nara.gov or many other sources online.

Feb 16 - People and Organizations
Readings: Stillman - Chapters 2 & 3
Shafritz – Chapter 6
Nonprofit Organizations
Readings:

Feb 23 – Politics and Power
Readings: Stillman - Chapter 4
Shafritz – Chapter 2

Federalism and Intergovernmental Relations
Readings: Stillman - Chapter 5
Shafritz – Chapter 4

Mar 2 - Group Dynamics, Decision Making, Subsystems
Readings: Stillman - Chapters 6 & 7
Shafritz – Chapter 7


Mar 9 - Decision Making & Communications
Readings: Stillman - Chapter 8 & 9
Shafritz – Chapter 9


**PA Journal Review Project DUE**

Spring Break – Mar 16 – No class

Mar 23 - Collaboration & Leadership in Public Organizations;
Readings: Stillman - Chapter 10
Shafritz – Chapters 8 & 10


Mar 30 – **Local Government Night** – All 502 classes meet at the Fairfax County Government Center (6pm).

Readings:
Internet: Dillon’s Rule: Good or Bad for Local Governments? Fairfax League of Women Voters. [link]

April 6 – Public Personnel Administration and Motivation
Readings: Stillman - Chapter 11
Shafritz – Chapter 11


Financial Management: Taxing and Spending
Readings: Stillman - Chapter 12
Shafritz – Chapter 13


April 13 - Reorganization and Evaluation
Readings: Stillman - Chapter 13
Shafritz – Chapter 14

Issue Networks
Readings: Stillman - Chapter 14


April 20 - Bureaucracy and the Public Interest
Reading: Stillman - Chapter 15
Shafritz – Chapter 12

Public Administration Ethics; Controlling the Bureaucracy
Readings: Stillman - Chapter 16
Shafritz – Chapter 5

April 27 - Research Project Presentations

Research Project Paper Due

May 4 – Research Project Presentations continued. Final Exam Distributed. Last Day of Class

Final Exam Due on May 11th.

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