

PA/POL 406/506 - BUREAUCRACY, POLITICS, & POLICY

Sarah Maxwell, Ph.D. Office: McClelland 405PP Telephone: 626-4454
Email: smaxwell@eller.arizona.edu (preferred form of communication) Class Hours: T/TH 11:00-12:15
Class Location: McClelland 123 Office Hours: 8:30-9:25 & 1:50- 2:30 T/TH / by appointment

Course Overview & Objectives

PA406/506 is a descriptive and analytical course covering the executive branch of government: how federal agencies capture policy-making; why bureaucracy develops; and the rules of bureaucratic culture.

Americans often hold ambivalent or even hostile views about bureaucracy. Yet, government bureaucracy is a very large part of American life. Using James Q. Wilson’s influential book on bureaucracy, we consider the constraints and limitations placed on bureaucratic agencies by external forces, the organization of federal agencies, and the various organizational cultures that permeate bureaucracies.

The class format for this course is part lecture and part student “workshops”. Students will spend a portion of the class time engaging in interactive activities and cases based on the readings. These activities are designed to illustrate important concepts in the text and will help prepare you for the exams. Therefore, it is in your best interest to attend class with your assigned reading materials in hand and to be prepared!

Texts & Readings

Wilson, J.Q. (1991). Bureaucracy: What government agencies do and why they do it. Basic Books.

Additional Readings listed below and available on Blackboard.

Grading

Grading follows the standard classification:	
+ 90.00 = A	80.00-89.99 = B 70.00-79.99=C 60.00-69.99 = D 59.99 or below = E
If you are unable to take a test during scheduled test hours, you will need to provide <u>written notification</u> by a doctor or other professional detailing the condition or issue (e.g., illness, death in family, car accident, etc).	
Final Project	25%
Tests (3 @ 25% each)	75%

LATE ASSIGNMENTS ARE MARKED DOWN ONE LETTER GRADE EVERY 24 HOURS THEY ARE LATE. Assignments submitted on the due date, but past the assigned time will be marked down one half of a letter grade.

Participation is not included in your overall grade. Attendance, reading, and participation in class activities are individual choices made by the student, and individual grades will typically reflect this choice. Attendance is taken in an effort to get to know each student. *Lectures include material NOT in the text or readings.*

Course Outline

DATES	TOPIC	READINGS
August 26 th & 28 th	Bureaucracy Basics & Rulemaking	<p>Review: Federal Organizational Chart http://bensguide.gpo.gov/files/gov_chart.pdf</p> <p>Review Library of Congress Executive Branch Agency Directory http://www.loc.gov/rr/news/fedgov.html</p> <p>Talcott Parsons (ed.) "The Types of Authority and Imperative Co-ordination" <i>Max Weber: The Theory of Social and Economic Organization</i>. New York: Free Press. Read pages 324-363.</p>
September 2 nd & 4 th	Organizations	<p>Text: Armies, Prisons, Schools, Wilson, Ch 1 & Organization Matters, Wilson, Ch 2</p> <p>Readings: Richard Stillman II (2004). "External Forces Shaping Modern Bureaucracy" in Stillman <i>The American Bureaucracy: The core of modern government</i> (3rd ed). Thompson-Wadsworth Publishing. pps. 77-127.</p> <p>Stephen Goldsmith and William Eggers (eds) "The New Shape of Government" in <i>Governing by Network: The New Shape of the public sector</i>. Washington DC: Brookings. http://www.brookings.edu/press/books/chapter_1/governingbynetwork.pdf</p>
September 9 th & 11 th , 16 th & 18 th	Operators & Bureaucratic Subsystems: Regulation and Enforcement	<p>Text: Circumstances, Wilson, Ch 3 & Beliefs, Wilson, Ch 4</p> <p>Case: OSHA's Situational Imperatives, Goals, & Peer Expectations - Executives, Inspectors, and the Private Sector / Read NYT Series on OSHA: Barstow and Bergman. <i>A Dangerous Business: An investigation into one of the nation's most hazardous employers.</i></p>
September 23 rd	Operators & Bureaucratic Subsystems	<p>Case: Dick Mendel. <i>Small is Beautiful: The Missouri Division of Youth Services</i> http://www.aecf.org/publications/advocasey/spring2003/pdf/small.pdf</p>
September 25 th & 30 th	Operators & Bureaucratic Subsystems	<p>Article: "Key Decision Makers Inside Public Administration: The Concept of Competing Bureaucratic Subsystems" Chapter 7: Inside Public Bureaucracy (Richard J. Stillman II)</p> <p>Case: The Decision to Go to War with Iraq (James P. Pfiffner)</p>
October 2nd Test #1		
October 7 th -16 th	Operators & Managers	<p>Text: Wilson, Chapters 5, 6, 7, 8, & 9</p> <p>Read Two Cases: 1)Public Law 93-288 - Robert T. Stafford Act (Katrina, FEMA & Bureaucratic Constraints) AND 2) Is the nation keeping its promises to veterans? William Triplett - CQ Researcher, 11/19/2004</p>
October 21 st & 23 rd	Executives	<p>Text: Wilson, Chapters 10, 11, & 12</p>
October 28 th -30 th	US FOREST SERVICE CASE STUDY	<p>Articles: James G. Lewis (2005). Chapters 2 & 10. "Establishing the Forest Service" in <i>The Forest Service and the Greatest Good: A Centennial History</i>. Durham, NC: The Forest History Society</p>
November 4th Test #2		

DATES	TOPIC	READINGS
Nov 6 th	Operators & an Analysis of Educational Bureaucratic Systems	Article: Jay Greene & William Symonds (June 26, 2006). "Bill Gates Gets Schooled" in <i>Business Week</i> (pps. 64-75, Cover Story) Case: Amistad Academy
November 11 th	Tuesday, Nov 11 th Holiday, No Class	
November 13 th -20 th	Bureaucracy Applied & Bureaucratic & System Reform	Articles: Urgent Business For America: Revitalizing the Federal Government for the 21 st Century. Report on the National Commission on the Public Service (January, 2003). http://www.brookings.edu/dybdocroot/gs/cps/volcker/reportfinal.pdf Paul C. Light. Fact Sheet on the Continued Thickening of Government. Brookings Institution (2004). http://www.brookings.edu/views/papers/light/20040723.htm Case: William Langewiesche, "Lessons of ValueJet 592." <i>The Atlantic Monthly</i> (March 1998), pages 81 - 98 Case: Columbia Accident Investigation Board (CAIB) Chapter 8 Report on Space Shuttle Columbia Accident & read http://arp.sagepub.com/cgi/content/refs/34/4/389 (PDF will be posted on Blackboard. Do not pay for this article) Thursday, November 20th Final Project Due
November 25 th -Dec 2 nd		Roundtable Presentations
December 4 th Test #3		
December 9 th		Roundtable Presentations

Additional Course Expectations and Information

Blackboard: All course information, lectures, and non-textbook readings are located on Blackboard. Students can check grades and review course information using this system. Students are expected to check Blackboard before each class session for important dates or instructor communication.

Academic Integrity: Students are expected to abide by the University of Arizona Code of Academic Integrity. There are no exceptions to this policy. Any student found violating the Code of Academic Integrity will be subject to the strictest sanctions available to the faculty member for this course.

Academic Dishonesty: Academic Dishonesty occurs whenever any action or attempted action is pursued that creates an unfair academic advantage or disadvantage for you and/or any member or members of the academic community. *All forms of academic dishonesty are subject to sanctions under the Code of Academic Integrity.* Sanctions include: written warning, reduction in grade for work involved, disciplinary probation, loss of credit for work involved, failing grade in the course, suspension, and/or expulsion. Various forms of academic dishonesty include, but are not limited to cheating, fabrication, facilitating academic dishonesty, and/or plagiarism.

Academic Misconduct: Academic Misconduct is defined as any behaviors not conforming to prevailing standards or rules within the academic community. *All forms of academic misconduct are subject to sanctions under the Code of Conduct.* Sanctions include: classroom conduct, interim action, program/support, organizational sanctions, restricted access to university property, administrative hold, warning, probation, suspension, and/or expulsion. Various forms of academic misconduct include, but are not limited to disruptive behavior, threatening behavior, and/or the theft or damage of University property.

Turnitin.com: Each student must register on the site (www.turnitin.com) and submit the assignment. The US Forest Service Case Assignment **MUST be submitted to turnitin.com to receive a grade. Assignments not submitted receive a zero** Turnitin.com

shows the date and time the assignments were submitted. This will be the format from which the instructor can verify when your paper was submitted.