

**American University of Beirut  
Faculty of Arts And Sciences  
Department of Political Studies and Public Administration  
PSPA 202 COURSE SYLLABUS  
INTRODUCTION TO PUBLIC ADMINISTRATION**

The course deals with the nature of public administration, as activity and as discipline.

Students are expected to develop an understanding and a sense of appreciation of the role of public administration, in historical perspective and in contemporary society.

Basic concepts, processes, approaches and developments, and fields of specialization of Public Administration are introduced.

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**1. Course Learning Outcomes**

By the successful completion of the course, students should be able to:

- Understand the role and scope of the activity of public administration, or public management, in historical perspective, and in the context of the contemporary state.
- Possess a comprehensive introduction to the discipline of public administration/management from its early days to the present.
- Analyze the patterns of interaction between public administration at work, and the other formal political institutions of the state, as well as other components of civil society.
- Evaluate the role of public administration in the process of public policy making.
- Examine and evaluate the on-going changing role and scope of the state and its administration.
- Understand and analyze the importance of the administration, and/or management, of public affairs.

**2. Resources Available to students**

- 2.1. Basic required textbook: Shafritz, Jay M., and E.W. Russell.  
*Introducing Public Administration.* (Third edition)  
New York: Longman, 2003.

- **2.2 Sites of interest** to the course and to general public administration:

Refer to the **Attached Appendix I.**

Sites of interest to the course and to general public administration.

As the course advances, students are encouraged to access some of these sites. Some sites will prove very pertinent and of relevance and interest to the course. Short class presentations are encouraged.

- **2.3. Short articles/excerpts** required in the course:

- Agranoff, R. (1991). "Human Services Integration: Past and Present Challenges in Public Administration". *Public Administration Review* 51: 533-542.
- Barzelay, Michael. (1992). *Breaking Through Bureaucracy: A New Vision for Managing in Government*. Berkeley: University of California Press.
- Boyne, G.A. (1996). "The Intellectual Crisis in British Public Administration". *Public Administration* (London): 74 (Winter): 679-694.
- Crystal, Alee and David Peel. (1996). "What can Economists Learn from Political Scientists and Vice Versa". *American Economic Review* 76(2): 62-65.
- Gore, Al. (1993). *Creating a Government that Works Better and Costs Less*. Washington D.C.: Government Printing Office.
- Prager, Jonas. (1992). "Is Privatization a Panacea for the LDC? Market Failure versus Public Sector Failure". *The Journal of Developing Areas*, vol. 26 (April): 301-322.

**2.4. Exhaustive bibliography** useful in the many specializations of the discipline of Public Administration-Management.

Refer to the **Attached Appendix II.**

**2.5. Periodicals** of value and interest to the general introductory course to public administration-management

Refer to the **Attached Appendix III.**

### **3. Grading and evaluation criteria:**

**3.1.** Students' performance in the course will be assessed through two tests and the final examination. All tests and the final exam include the covered cumulative material and readings. Approximate respective weight: first test 15%; second test 25%; final examination 50%; instructor's evaluation all through the semester: 10%.

**3.2.** By convention, tests/exams aim at measuring the performance of students. By convention and wisdom, they also aim at assessing the performance of the course instructor.

On the students' side, the objectives of tests are:

- to inventory and measure the level of acquisition of theories, cumulative knowledge, facts, information... that make up the edifice of the discipline of public administration;
  - to probe the process, pace, and extent to which students are increasingly able to use this knowledge, concepts, historical ferment, empirical theories, contending theories and their assumptions ... in order to observe and analyze administrative-managerial phenomena in political settings;
  - to assess the analytical abilities of students as they articulate the knowledge acquired in this course, for the diagnosis, analysis, interpretation, and for advancing well-thought prescriptions about administrative phenomena.
- 4. Students' attendance:
    - The record of class attendance is maintained all through the semester.
    - Students cannot miss more than 8 class meetings.
    - By the 9<sup>th</sup> missed meeting, they will have to drop the course.

## COURSE CONTENTS AND SEQUENCE

### WEEKS 1 and 2. Unit I: INTRODUCTION

- Political Science and its Subfields
  - Focus on Public Administration as a Subfield
  - Definitions of public administration
  - Major subfields of the discipline of Public Administration
  - Public Administration and Business Administration:  
(Definitions, Objectives, Comparison).
  - Interdisciplinary character of the discipline of Public Administration
  - The mother discipline: the adjacent disciplines
  - The Public Interest
  - Politics and Policy
  - Government as employer: past, present, (possible futures?).  
\* Readings: Shafritz and Russell
- Ch.1, Defining Public Administration, pp. 1-38.  
Ch.2, The Political and Cultural Environment of Public Policy and its Administration, pp. 39-78.

## **WEEKS 3 AND 4. Unit II: THE DISCIPLINE OF PUBLIC ADMINISTRATION**

### **\*A. Early Approaches**

#### **A.1. Legal-Institutional Approaches**

#### **A.2. Structural, Classical, Orthodox Approaches**

**Readings: Shafritz and Russell**

**Ch. 5, The Evolution of Management and Organization Theory, 166-210.**

**Ch. 6, Organizational Behavior, pp. 211- 255.**

**Ch. 7, Managerialism and Performance Management, pp. 256-294.**

**Ch. 8, Strategic Management, pp. 295 - 325.**

### **\* B. The Behavioral Approach: From Structure to Behavior**

#### **C. The Post Behavioral Approach(es).**

##### **C.1. In Public Administration**

##### **C.2. In Organization Theory in general**

##### **C.2.1. Decision Making models**

##### **C.2.2. Communications models**

##### **C.2.3. Information models**

##### **C.2.4. Management Information Systems and models**

##### **C.2.5. Policy Simulation models**

##### **C.2.6. Customer-oriented models**

##### **C.2.7. Quality-oriented models**

##### **C.2.8. Performance-oriented models**

**THE FIRST TEST IS AT THIS POINT IN THE COURSE**

### **\*D. Present Trends and Emphases**

#### **D.1. Behavioral Science School**

#### **D.2. Management Science School**

#### **D.3. Public Policy Analysis and Evaluation,**

#### **D.4. Public Program Evaluation and Productivity**

#### **D.5. Privatization, Deregulation, The New Public Management**

**Readings: Shafritz and Russell**

**Ch. 3, The Continuous Reinventing of the Machinery of Government,  
pp. 79 - 127.**

## **WEEK 5. Summing up: Review of the Paradigms of Public Administration**

- **Politics/Administration Dichotomy**
- **Principles of Administration**
- **Administration as Social Science**
- **Public Administration and Political Science**
- **Comparative study of Public Administration**
- **Development Administration**
- **Public Administration, International Organizations, Technical Cooperation and Assistance**
- **Public Administration as Management**
- **The New Public Administration: The 1970s**
- **From political and administrative studies, to Political Science, Government, Public Policy and Affairs**
- **Public Administration Today: Management, Politics, Law, Entrepreneurial trends in the public sector today: the many perspectives.**

**THE MID-TERM EXAM IS AT THIS POINT IN THE COURSE**

## **WEEK 6 . Unit III: THE ACTIVITY OF PUBLIC ADMINISTRATION**

**Readings: Shafritz and Russell**

**Ch. 9, Leadership and Accountability, pp. 326 - 354.**

- **Government as Employer**
- **The setting of Big Government**
- **Why Bureaucracy**
- **The Environment of Public Administration**
- **Bureaucratic Power, Democracy, and Popular Sovereignty**
- **Bureaucratic role in the process of public policy**
- **Bureaucracy and other institutions**
- **Types of states**
- **Trends towards privatization: the controversy**
- **Criticisms of public administration**

**WEEKS 7 AND 8. Unit IV: PUBLIC PERSONNEL AND HUMAN RESOURCE MANAGEMENT IN THE PUBLIC SECTOR**

- The Merit System, The functions of the classical Central Personnel Agency
- Collective bargaining, affirmative action, reverse discrimination
- Typology of bureaucracies
- Typology of bureaucrats
- Typology of ministers

Readings: Shafritz and Russell

Ch. 10, Personnel Management and Labor Relations, pp. 355 - 399.

Ch. 11, Social Equity, pp. 400 – 431.

**THE SECOND TEST IS AT THIS POINT IN THE COURSE**

**WEEKS 9 AND 10. Unit V: PUBLIC FINANCE: THE PUBLIC BUDGET**

- Concept of Social and Public Goods
- Phases of the budget cycle
- Processes of Budget Planning and Programming
- Budget classification
- Tax organization, burden, collection, redistribution
- Public Economics and the Public Purpose

Readings: Shafritz and Russell

Ch.12, Public Financial Management, pp. 432 – 475.

Ch.13, (in part). Auditing, Accounting, Evaluating, pp. 476 - 509.

**WEEKS 11 AND 12. Unit VI: ADMINISTRATIVE RESPONSIBILITY, ACCOUNTABILITY, AND ETHICS**

Readings: Ch.13, (in part). Auditing, Accounting, and Evaluating,  
pp. 476 - 509.

Ch. 14, Honor and Ethics, pp. 510 - 545.

- Executive, Legislative, Judicial, and other controls
- The Ombudsman
- Professionals as Administrators
- Responsibility of the Administrators
- The Ethics of Administration, and the Management of Ethics.

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