

**PPA 500 Foundations of Public Policy and Administration
Core Concepts**

Required Text: William C. Johnson, **Public Administration: Policy, Politics, and Practice**, 1996.

Topic: Introduction to the MPA program

Concepts:

- Core requirements
- Core Courses
- Electives
- Comprehensive Exams
- Advancement to Candidacy
- Internship
- Directed Research
- Administrative Information
 - Academic probation
 - Education Leave
 - Add/drop, withdrawal, incompletes
- Organizations
 - Pi Alpha Alpha
 - ASPA

Topic: Conducting research in Public Policy and Administration

Concepts:

- Resources
 - Library use
 - Internet and on-line resources
- Writing & communicating
 - Style guides
 - Expectations
 - Available student resources
- Learning Portfolio
 - Purpose
 - Structure and content
 - Uses

Topic: Overview of Public Administration

Concepts:

- Definitions
- Traditional broad mandates of PA
- Democratic administration
- The environment of government
 - Distrust of government
 - Increasing demand for services/decreasing resources
 - Multiple, conflicting value systems
 - Equity vs. Efficiency
 - Overlapping, competitive jurisdictions and authorities
- Privatization and contracting

Topic: History and Development

Concepts:

- Eras
 - Formalistic
 - Reactionary
 - New Public Administration
 - Post-New PA
- Formalistic Era, critical Theories and Theorists
 - Max Weber B concept of bureaucracy
 - Scientific management (Fredrick Taylor)
 - Good Government movement
 - Gulick & Urwick
 - POSDCORB(E)
- Reactionary Era B Evolution of the social-scientific approach
 - Normative vs. prescriptive focus
 - Herbert Simon,
 - Chester Barnard
 - Mayo, Roethlisberger, Dickson, AThe Hawthorne Experiments@
- The New Public Administration
 - Douglas McGreagor B Theory X and Theory Y
 - Kaufman and Lipsky B Street-level bureaucracy
 - The Minnowbrook Conference
 - Open Systems Theory
- Post-New Public Administration B the New Federalism
 - Drucker B MBO
 - Total Quality Management (TQM)
 - Ouchi B Theory Z
 - Operations Research
 - New Rationalism

Topic: Surveying the Field B Key Topics

Concepts:

- Federalism and Intergovernmental Relations
 - Definitions and concepts of Federalism
 - Separation of Powers
 - Key Federalist papers
 - Judicial Review
 - Key elements of Intergovernmental Relations
- Ethics in Public Policy and Administration
 - Definitions
 - Historical development
 - Evolution of Ethical Involvement in PA
 - Theories and approaches
 - ASPA Code of Ethics
- Organization Theory and Behavior
 - Characteristics of Organizations
 - Approaches to studying Organization Theory
 - Types of Organizations
- Human Resources Management and Personnel Administration
 - Development in the US
 - Pendleton Act
 - Budget and Accounting Act
 - CSRA
 - NPR
 - Brownlow Committee, Winter, Volcker & Grace Commissions
 - Hatch Act
 - Public Service
 - Training
 - Functions
 - Equal Employment Opportunity and Civil Rights
- Public Financial Management and Budgeting
 - Basic Definitions
 - Development and history
 - Federal Budgeting
 - State Budgeting
 - Local Budgeting
- Public Policy
 - Definitions
 - Approaches to studying
 - Actors and Institutions
 - The Process of Policy-making
 - Problem-solving and Decision-making
 - Types of problems/decisions
 - Role of agenda-setting
 - Approaches to decision-making

Rational
Incremental
Mixed-scanning
Decision-making problems and consequences

PPA 555 - Public Budgeting and Finance

Core Area:

Theories of Public Expenditure

Topics:

Market Failure and Failure of Competitive Markets.
Public Choice Models of Bureaucratic Behavior.
Incrementalism => Wildavsky.

Core Area:

Budget Classification and Reform

Topics:

Line-Item Budget.
Performance Budgeting.
Program Budgeting.
Zero-Based Budgeting.
Target-Based Budgeting.
Outcome-Based Budgeting.

Core Area:

The Budget Cycle

Topics:

Formulation/Preparation.
Legislative Review and Approval.
Execution/Implementation.
Audit and Evaluation.

Core Area:

Budget Structures and Practices

Topics:

The Federal Budget.
State and Local Government Budgets.
The California State Budget Process.
California Local Government Budget Processes.

Core Area:

Government Accounting and Financial Reporting

Topics:

The Accounting Process.
Account Types.
Fund Types.
Basis of Accounting.
Financial Reports (Interim and Annual).

Core Area: *Preparation of Operating Budgets*

Topics: Cost Estimation.
Cost Allocation => Crosswalk.
Historical Analysis of Expenditures.

Core Area: *Capital Budgeting and Finance.*

Topics: Capital Improvements Program.
Capital Budget.
Debt Financing.

Core Area: *Evaluation of Proposed Public Expenditures.*

Topics: Cost-Effectiveness Analysis.
Cost-Benefit Analysis.

Core Area: *Evaluation of Revenue Policy*

Topics: Economic Efficiency.
Equity.
Adequacy and Stability.
Administration.
Transparency and Political Feasibility.

Core Area: *Sources of Revenues*

Topics: Income Taxes.
Consumption Taxes.
Property Taxes.
Fees and Charges.

Core Area: *Revenue Estimation and Forecasting*

Topics: The Economy and Revenues.
Historical Analysis of Revenues.
Forecasting Techniques.

Core Area: *Intergovernmental Fiscal Relations*

Topics: Fiscal Federalism.
Fiscal Capacity and Need.
Intergovernmental Fiscal Transfers => Grants.

Core Area: *Use of Electronic Spreadsheets for Fiscal Analysis*

Topics: Preparing A Worksheet Or Template.
Entering Data.
Calculation Functions.
Entering Formulas.

Texts

Required: Mikesell, John (1999), *Fiscal Administration: Analysis and Applications for the Public Sector*, 5th Ed., Harcourt Brace.

Recommended: Bland, Robert L. and Irene S. Rubin (1997), *Budgeting: A Guide for Local Governments*, ICMA.

Hyde, Albert C. (1992), *Government Budgeting: Theory, Process, and Politics*, 2nd Ed., Harcourt Brace.

Supplemental: Rabin, Jack, W.Bartley Hildreth, and Gerald J. Miller, eds. (1996), *Budgeting: Formulation and Execution*, Carl Vinson Institute of Government. (Also see companion workbook and data source book for simulation exercises)

Lynch, Thomas D. (1995), *Public Budgeting in America*, 4th Ed., Prentice Hall.

Lee, Robert D. Jr., and Ronald W. Johnson (1998), *Public Budgeting Systems*, 6th Ed., Aspen.

Gianakis, Gerasimos A. and Clifford P. McCue (1999), *Local Government Budgeting: A Management Approach*, Praeger.

Rubin, Irene S. (1998), *Class, Tax, & Power: Municipal Budgeting in the United States*, Chatham House.

Budgeting is also covered in any number of public finance and public financial management texts.

REQUIRED TEXTS: PUBLIC HUMAN RESOURCES MANAGEMENT (PPA 577)

Hays, Steven W. and Richard C. Kearney (Eds.). 1995. *Public Personnel Administration: Problems and Prospects*. Englewood Cliffs, NJ: Prentice-Hall (3rd edition).

SUPPLEMENTAL TEXTS: PUBLIC HUMAN RESOURCES MANAGEMENT (PPA 577)

The following texts can be used as supplements to, but would not necessarily be required for, PPA 577.

Ban, Carolyn and Norma Riccucci. 1997. *Public Personnel Management: Current Concerns--Future Challenges*. New York: Longman (2nd edition).

Cozzetto, Don A., Theodore B. Pedeliski, and Terence J. Tipple. 1996. *Public Personnel Administration*. Upper Saddle Creek River, NJ: Prentice-Hall.

Freyss, Siegrun Fox (Ed). 1999. *Human Resource Management in Local Government: An Essential Guide*. Washington, DC: International City/County Management Association.

Klinger, Donald E. and John Nalbandian. 1993. *Public Personnel Management, Context and Strategies*. Englewood Cliffs, NJ: Prentice-Hall (3rd edition).

Nigro, Lloyd G. and Felix A. Nigro. 2000. *The New Public Personnel Administration*. Itasca, IL: F.E. Peacock (5th edition).

Shafritz, Jay, Norma Riccucci, David Rosenbloom, and Albert C. Hyde. 1992. *Personnel Management in Government: Politics and Process*. NY: Marcel Dekker (4th edition).

Sylvia, Ronald D. 1994. *Public Personnel Administration*. Belmont, CA: Wadsworth (2nd edition).

REQUIRED CONCEPTS: PUBLIC HUMAN RESOURCES MANAGEMENT (PPA 577)

Topic Area: History and General

Concepts:

At-will employment
Merit System, principles of
Representative bureaucracy
Significant case law
Significant legislation
Workforce 2000

Topic Area: Classification

Concepts:

Class
Factors
Factor Evaluation
Job
Job Evaluation
Job Analysis
Occupational Group
Position
Significant case law
Significant legislation

Topic Area: Compensation and Benefits

Concepts:

Benefits
Collective Bargaining and
Comparable Worth
Comparability Pay
Discretionary Benefits
Equity
General Schedule
Mandated Benefits
Merit/Pay-for-Performance
Significant case law
Significant legislation

Topic Area: Recruitment, Examination and Selection

Concepts:

Adverse Impact/"4/5ths" rule
Examinations; ACWA, PACE
Examinations, assembled/unassembled
Examinations, validity (construct, content, criterion)
Job-relatedness
Patronage
Rank-in-Person
Rank-in-Position
Representative Bureaucracy
Significant case law
Significant legislation
Uniform Guidelines
Veteran's Preference

Topic Area: Employee Training and Development

Concepts:

Career Development, phases of
The "Canton Standard"
Job Rotation
Job Satisfaction and
Productivity and
Significant case law
Significant legislation
Training, methods of

Topic Area: Performance Appraisal

Concepts:

Assessment Centers
Behaviorally anchored rating scales (BARS)
Group or external ratings
Objectivity in
Peer ratings
Rating Scales
Self-appraisal
Significant case law
Significant legislation
Subordinate ratings

Supervisor ratings

Topic Area: Promotion

Concepts:

- AA/EEO and
- Merit-based
- Objective Judgment Quotient
- Politics and
- Significant case law
- Significant legislation

Topic Area: Discipline and Termination

Concepts:

- Demotion
- Discipline, Progressive
- Reprimands
- Significant case law
- Significant legislation
- Suspension (with/without pay)
- Termination

Topic Area: Labor Relations and Collective Bargaining

Concepts:

- Arbitration
- Fact-finding
- Grievances
- Mediation
- No-strike/no lockout
- Scope of bargaining
- Significant case law
- Significant legislation

Topic Area: Affirmative Action/Equal Employment Opportunity

Concepts:

- Affirmative Action
- Diversity
- Equal Employment Opportunity
- Discrimination

Protected class
Reasonable accommodation
Representative bureaucracy
Sexual harassment
Significant case law
Significant legislation
Systematic discrimination

REQUIRED TEXTS: ORGANIZATION THEORY/BEHAVIOR (PPA 660)

Shafritz, Jay M. and J. Steven Ott. 1997. *Classics of Organization Theory*. Fort Worth, TX: Harcourt Brace (4th ed).

Ott, Steven J. 1996. *Classic Readings in Organizational Behavior*. Fort Worth, TX: Harcourt Brace (2nd ed).

Bolman, Lee G. and Terrence E. Deal. 1997. *Reframing Organizations*. San Francisco: Jossey-Bass (2nd ed).

SUPPLEMENTAL TEXTS: ORGANIZATION THEORY/BEHAVIOR (PPA 660)

Harmon, Michael M. and Richard T. Mayer. 1986. *Organization Theory for Public Administration*. Burke, VA: Chatalaine Press.

March, James G. and Johan P. Olsen. 1989. *Rediscovering Institutions*. NY: The Free Press.

Morgan, Gareth. 1986. *Images of Organization*. Newbury Park, CA: Sage.

Perrow, Charles. 1986. *Complex Organizations: A Critical Essay*. NY: McGraw-Hill (3rd ed).

Reed, Michael and Michael Hughes, eds. 1992. *Rethinking Organization: New Directions in Organization Theory and Analysis*. London: Sage.

REQUIRED CONCEPTS: ORGANIZATION THEORY/BEHAVIOR (PPA 660)

Topic Area: Management History

Comments:

A good, brief rundown of how early in human history some primary organization theory/behavior principles emerge; key management theorists.

Topic Area: Bureaucracy

Concepts:

Bureaupathology(ies)
Democracy and
Goal displacement
"Ideal type"
Neutral competence
Organization change and
Red tape
Rules, centrality of
Weberian Characteristics of

Topic Area: The "Principles" Approach to Management

Concepts:

Democracy and
Efficiency and
Henri Fayol and
Luther Gulick and
Politics-administration dichotomy and
POSDCORB
Principles of Scientific Management/"One best way"
"Proverbs" of administration

Topic Area: Organization Structure and Design

Concepts:

- Approaches to structure (purposed, process, clientele, place)
- Components of structure (complexity, formalization, centralization)
- Effective design, imperatives of (size, technology, environment)
- Elements of structure (division of labor, unity of command, authority, responsibility, span of control, departmentalization)
- Government organizations, kinds of
 - Matrix design
 - Mechanistic vs. organic
 - Mintzberg model (five basic parts)
 - Structure, U.S. Government bureaucracy
 - Universal vs. contingency approach to design

Topic Area: Authority

Concepts:

- Barnard view (bottom-up)
- Contemporary view (shared)
- Kinds of
 - Leadership and
 - Politics-administration dichotomy
 - Power and
 - Rules as
 - Traditional view (top-down)

Topic Area: Efficiency

Concepts:

- As transcendent value
- Bureaucracy and
- Democratic values and
- Efficiency vs. Effectiveness
- Gulick and
- Organization structure/design and
- Quality and
- Task specialization and
- Taylor and
- Transaction Cost Theory
- Weber and

Topic Area: Power and Politics

Concepts:

Authority and
Bases and sources of power (esp. French and Raven)
Ethics and
Leadership and
Links to conflict
Machiavellianism
Organization politics and
Political tactics (both positive and negative)

Topic Area: Conflict

Concepts:

Avoidance
Accommodation
Collaboration
Communication
Competition
Compromise
Conflict, Functional
Conflict, Dysfunctional
Conflict, Evolutionary Processes of

Topic Area: Leadership

Concepts:

Contingency models of
Follower behaviors
Job-centered vs. employee-centered leaders
Leader behaviors
Leadership Grid
Managerial Grid
Path-Goal Theory
Trait Theory
Transactional
Transformational

Topic Area: Work groups

Concepts:

Decision-making and

Formal vs. informal
Group cohesiveness
Groups, dynamics of
Groups, formation of
Group norms
Group size
Groups, homogeneous vs. heterogeneous
"Groupthink"
Hawthorne effect

Topic Area: Organization culture

Concepts:

"Administrative evil"/culture of corruption
Artifacts
Ceremonies
Language, role of
Myths, Stories, Legends
Patterns of Behavior and
"Retrospective sensemaking"
Shared meanings
Social construction
Symbols

Topic Area: Decision-making

Concepts:

Bounded rationality
Contingency theory
Garbage Can model
Incrementalism
"Law of the Situation"
Management by Objectives
Rational model
Social process model
Total Quality Management

Topic Area: Motivation

Concepts:

(Anthony) Downs's typology of public officials
Equity Theory
Expectancy theory
Expectancies and motivation

Goal-setting and motivation, relationship between
Hierarchy of needs
Hygiene vs. motivators
Intrinsic/Extrinsic Rewards
Job satisfaction and
Participative management and
Personality types of public officials (Anthony Downs)
Reinforcement/Operant Conditioning

Topic Area: Organization Change and Development

Concepts:

Change, sources of (both internal and external)
Creativity/innovation and
Decline, stages of
Downsizing/RIF's, effects of
Downsizing/RIF's, best practices
Factors leading to success and failure (of change)
Growth, stages of
The "Learning" Organization (Peter Senge)
Managing resistance (to change)
Managing for stability vs. managing for change
Principles and techniques of organization development
Privatization and Contracting (effects upon public orgs.)

**PPA 670 POLICY ANALYSIS
CORE CONCEPTS**

Required Textbook: Patton and Sawicki, **Basic Methods of Policy Analysis and Planning**, current edition

Topic: Basic Terms and Concepts

Concepts:

Public problems
Public sector complexity
Public Policy definitions
The public policy-making process
Public Policy Analysis
 The public policy analysis process
 Models of public policy analysis
 conceptual, descriptive, predictive
 advocacy vs. analysis
 rational problem-solving
Role of the policy analyst

ideology and objectivity
Ethics in public policy analysis

Topic: The Environment of Public Policy Analysis

Concepts:

Key institutions
Key individuals

Topic: Verifying, Defining, and Detailing the Problem

Concepts:

Sources of problems; theories of change
Context of problem, problem definition, does a problem exist?
Conceptualization, Specification, can we solve the problem?
source, history, dimensions, intensity, extensiveness
Type of problem
political
social equity
economic
technical
Identifying and gathering problem background data, assessing information quality
Library search methods, interviewing, quick surveys
Basic data analysis
back-of-the-envelope calculations
quick decision analysis
first cut analysis
Issue paper

Topic: Agenda Analysis

Concepts:

Systemic and Institutional agendas
Problem definition agenda
Proposal agenda
Bargaining agenda
Continuing agenda
Agenda-setting options
Agenda-setting forces

Topic: Establishing Evaluation Criteria

Concepts:

Creation of valid operational definitions
Reliability and Validity
Economic Criteria

Social Equity Criteria
Technical Criteria
Political Criteria
Administrative Criteria

Topic: Alternatives Development

Concepts:

Sources
 Literature reviews
 Drawing on others= experiences
 Pilot Studies
 Brainstorming
 Modifying existing solutions
Development approaches
 Incremental
 Branching
 Inventive
 Contextual mapping
 Prototyping
Validating alternatives

Topic: Assessing Alternative Policies

Concepts:

Economic Assessment--derived from Pareto Optimality
 Forecasting and Extrapolation
Cost-Benefit analysis
 Procedure
 Critical concepts:
 Externalities/spillovers
 Redistributional effects/ pecuniary effects
 Opportunity costs
 Discounting and Net Present Value
 Procedures for calculation and use
 Estimation of risk and uncertainty
 Use of Internal Rate of Return
 Cost-Benefit decision approaches
 Ethical implications
Cost-Effectiveness Analysis
 Concepts
 Procedures
 Uses

Topic: Models and modeling

Concepts:

- Descriptive
- Conceptual
- Predictive
 - Game Theory
 - Systems analysis

Topic: Choosing and Displaying Alternatives

Concepts:

- Non-selection
- Decision Rules
 - Optimizing
 - Satisficing
 - Weighted decision criteria
- Matrix display
- Scorecard display

Topic: Implementation and Monitoring

Concepts:

- Policy Implementation
 - Factors influencing implementation
 - Analyst role in implementation
 - Planning implementation
- Policy Monitoring
 - Procedures
 - Analyst role
- Policy maintenance
 - Review procedures
 - Analyst role

Topic: Policy Evaluation

Concepts:

- Traditional approaches/models
- Innovative approaches
- Role of politics
- Insuring utilization
- Analyst Role
- Ethical implications

Topic: Policy Analysis Presentation and Communication

Concepts:

Oral and visual presentation
Written communication

**PPA 696 RESEARCH METHODS
CORE CONCEPTS**

Required Textbook: O=Sullivan and Rassel, **Research Methods for Public Administrators**, current edition.

Topic: Basic Approaches or "theories" of Knowledge

Concepts:

Traditional, belief, faith
Scientific Method
Describe, Explain, Predict, Control through observation & recording
Public sector applications & problems

Topic: Stating the Research Question

Concepts:

Problem definition, topic selection, researchable problems
Review of relevant literature
Computer-based searching for information
Models and model construction
Concepts, variables, hypotheses, theories, paradigms

Topic: Research design

Concepts:

Determine type of study--descriptive, relational, causal
Experimental Designs
Control Group Pre-test/Post-test Design
Post-Test only Control Group Design
Quasi-Experimental Designs
Comparison/static Group Design
Interrupted Time Series Design
Interrupted Time Series with Comparison Group
Pre-experimental/descriptive Designs
Cross-Sectional Design
Longitudinal Designs
Time Series Design

Panel Design
Case Study Design

Topic: Measurement and operationalization

Concepts:

- Selection and definition of variables
 - Unit of measurement (who)
 - Time frame (when)
 - Research setting (where)
- Conceptual Definitions
- Operational Definitions
- Measurement reliability
- Measurement validity
 - Threats to Internal Validity
 - Threats to External Validity

Topic: Sampling

Concepts:

- Sampling theory
- Probability Sampling
 - Simple Random Sampling
 - Systematic Random Sampling
 - Stratified Random Sampling
 - Cluster Sampling
- Non-probability sampling
 - Convenience, expert, quota, purposive
- Sample size
 - Requirements, conditions and limitations
 - Calculations
 - Uses

Topic: Ethical considerations

Concepts:

- Ethical Purposes of Research
- Ethical Treatment of Subjects
- Peer Review Controls
- Issues for Administrators

Topic: Data Collection Instruments

Concepts:

- Questionnaire creation
 - Question design

- closed-ended, open-ended
- graphic scales, likert scales
- loaded questions, question bias
- Question ordering
 - funnel questions, inverse funnels
 - Placement and use of demographic questions
- Instrument layout and design considerations
- Standardized Tests
- Interview Schedules
- Forms for Observation
- Using computers as data collection instruments

Topic: Data Collection Strategies

Concepts:

- Secondary Data Collection
 - Finding data
 - appropriate level of analysis
 - Access to data, confidentiality
 - Verification of data
 - Checking sources, accuracy, replicability
- Surveys
 - Mail surveys, self-administered surveys
 - Telephone surveys
 - Face-to-face surveys
 - In-person interviews, depth interviews
 - Focus group interviews, focused interviews
 - Delphi technique, Nominal group technique
- Participant Observation
- Field research

Topic: Qualitative Data Analysis

Concepts:

- Scenarios
 - Types and design
 - Uses
 - Limitations

Topic: Simple data analysis

Concepts:

- Univariate Data Analysis
 - Frequency Distribution
 - Graphs
- Univariate Statistics

Normal Curve
Measures of Central Tendency
 Mode, Median, Mean
Measures of Dispersion
 Range, Standard Deviation
 Z-scores

Topic: Measures of Association

Concepts:

Bivariate Measures
 Contingency Tables
 Chi-Square
 Student's t-distribution
Simple (Bi-Variate) Linear Regression
 Scatterplots
 Steps in Linear Regression
 Assumptions of Linear Regression
 Time Series Regression

Topic: Testing for Statistical Significance

Concepts:

State the Research Hypothesis
State the Null Hypothesis
Type I and Type II Errors
Select a probability of error level (alpha level)
Select the statistical test to use
Compute the statistic
Interpret the statistic

Topic: Research results reporting and presentation

Concepts:

Audience for the results
 Oral Presentation
 Charts and Tables, power point, handouts
Written Reports
 Executive Summary
 Introduction
 Problem Statement
 Background
 Hypothesis
 Literature Review
 Research Design
 Ethical Concerns
 Research Methods

Data Analysis
Results, interpretations
Conclusions, recommendations
Appendices, Charts and Tables