**SYLLABUS**

**UNIVERSITY OF PITTSBURGH**

**GRADUATE SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS**

**PIA 2020**

**Introduction to Public Affairs**

**Professor Louis A. Picard**

**Instructor**

**Fall Semester, 2017**

**Room: 3911 Posvar Hall**

**Time: Wednesday 9:00AM-12:00 PM**

**Office Hours**

**Monday- 1:00 - 3:00**

## Wednesday-2:00 - 4:00

**and**

**by Appointment**

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### Web Site: <http://drlouisapicard.wordpress.com/academics/>

### Please Click on the above Web Site for an Appointment with the Instructor

### Graduate Teaching Assistant:

**Jessi Hanson**

**GSA E-mail/Phone:** [jeh185@pitt.edu](mailto:jeh185@pitt.edu)**/720-548-7241**

**(Please contact the Instructor directly, copied to Ms. Hanson, with**

**regard to reserve reading, scheduling or other problems)**

**The world is in the middle of a revolution (or a counter-revolution to some) transforming government and public administration to a new dynamic built on public policy, governance and political processes facilitated through information technology. Politics, world wide, are increasingly polarized. Debates about the proper role of government, democracy and governance are legion. The threat of extreme violence is on the rise. There are increasing concerns about the role of ultra-nationalist populist groups (and the Alt Right) and there are concerns about increasing authoritarian tendencies in a number of countries in Europe and in other parts of the world. Political institutions are increasingly fragile in many countries.**

**Traditionally hierarchies of government and bureaucracy are or should be replaced with networks, partnerships, worldwide internet connections and interrelationships between the public, nonprofit, and private sectors (or chaos? Conflict? Or muddling through)? Governments continue to be critical players, or at least spenders, but that’s not “the whole story.” The role of the private sector, non-profits and civil society is increasingly part of the pattern of governance.**

**Politics remains important in the second decade of the twenty first century. Government actors, both elected and appointed, now spend most of their time engaged in competition, inter-sector and intergovernmental relations and contracting out. Modern management is no longer simply the effective management of personnel and the implementation of rules, but the effective negotiation and linkages of partnership relationships external to the organization. It is the purpose of this course to introduce these processes to the class, from a comparative and an international perspective, and to provide a forum for us to discuss, to debate and come to better understand public management and policy.**

**PIA 2020, Introduction to the Administration of Public Affairs, is the core public affairs and management course in the GSPIA curriculum. The course introduces Masters degree students in all of its degree programs to the key roles, functions, activities, and obligations of executives and professionals in public, private and nonprofit organizations, in the U.S., in Europe and in developing countries and within changing international contexts. This course focuses on the role of bureaucracies both in the contemporary world as well as in its historic context. The course is both comparative and is concerned with broad historical patterns of behavior.**

**Though the course is comparative and international in its approach it includes significant discussion of the U.S. case study, comparing it with other countries, large and small. However, it does not assume that the United States represents any form of universal norms in public management and policy. The U.S. is a very large country and often emulated but it is one of many models of public politics and policy that we can follow. This course focuses on issues of importance to students of public management and policy, international affairs and security studies, human security and international development.**

**Over the next fifteen weeks, we will consider a number of broad issues. Primary focus is on democracy, governance and public service. Other themes include ways in which administrators interact with their political environment and influence the policy making process. We will also examine several specific administrative problems that have themselves become contentious policy issues, such as public private partnerships, human resource development, affirmative action and representative bureaucracy, government spending, budgetary decision making, government reorganization, corruption, social and economic change, grants funding and contracting out and over all public sector reform.**

**In the last decade, critics of the public service have argued that efficient government is small government. Privatization and law and order have been the order of the day. This "neo-classical" model of development has been exported overseas, especially to the less developed and transitional states in Africa, Asia, Eastern and Central Europe, these Caribbean and Latin America.**

**One of the major goals of this course will be to examine these patterns by examining the role that the bureaucracy has played (or not) in the development process in Europe, the states of the former Soviet Union, the United States, China and the newly industrializing states of Africa, the Middle East, South and East Asia. It also looks at the discussion of what are sometimes called public-private partnerships.**

**The Nature of the Course**

**This core seminar is a reading course designed to introduce students to the literature on public affairs and public policy. It is comparative and international in focus though about a third of the course focuses on American public policy and management. The course will be taught as a mixture of lecture and discussion.**

**There is a fundamental assumption to this course: the students in this course, as graduate students, are able to put in two hours of reading for every hour in class and can read at a brisk speed. Thus it is expected that students will put in approximately six hours per week on the reading. Assuming that a student can read 25 pages in a half an hour, he or she can read about 200 pages a week. Because it is a reading course, we will use written examinations as the basis for student performance assessment.**

**If you read more slowly than 25 pages in thirty minutes (per half hour) please ensure that you have additional time for the course. This is not a snap course. Look elsewhere for that. THE BOTTOM LINE IS READ AS MUCH EVERY WEEK AS YOU CAN IN THE SIX HOURS YOU HAVE ALLOTTED TO THE COURSE. Please see the course instructors if you have any special needs or issues with regard to the reading.**

**Evaluation**

**There will be one mid-term examination and a scheduled final exam. Each exam will be worth 45% of the grade. Both will be require at least 1 hour- in-class and the second exam will include material (up to 1/3) from the first half of the course. An additional 10% of the grade will be credited to students who participate actively in course discussions.**

**It is essential to inform the TA and Professor before class if you will miss that day. One or two missed classes due to emergencies, planned travel or health will not count again participation, so long as the student notifies the TA/Professor before class, completes the readings on time, and contributes to the discussion teamwork. If you have an issue, speak with the TA to assist you if possible. Special arrangements, based on special needs, will be available for students with documented time management issues.**

**PhD Students**

**PhD students preparing for public administration or international development comps are welcome to take this course either for a grade or as an independent study. If you take the course for a grade you should complete the requirements that all other students have to do. In addition, PhD students are to write a ten page critical essay, modeled on a journal “critical essay,” which examines the five books listed for PhD students in their comprehensive reading lists as agreed upon with the Professor.**

**If you take the course as an independent study you must attend all lectures and complete a reading list comprised of materials culled from this syllabus and my syllabus PIA 3393 located on my web site.**

**Special Requirements**

**On Wednesday, September 6, please turn in a one-page biography to the course teaching assistant. The biography should be in the third person, include a picture, and should tell us about your background, your university goals and aspirations for future employment. If you have questions about this assignment please ask the course instructors for clarification.**

**Reading**

**All books and other required readings are on reserve. Most books can be also bought on line. Some books and articles are freely available on line. Be sure to check. The course instructors will post lists of readings that are available on line and were possible provide links to them. If you find any materials that are publically available on line, or via the university system, please e-mail these links to the course instructors so that they can add them to our listings.**

**There are four books which are required for purchase by all students:**

**Salvatore Schiavo-Campo and Hazel M. McFerson, Public Management in Global Perspective (Armonk, N.Y.: M.E. Sharpe, 2008). This is the encyclopedia of public management and policy. No doubt more than you ever wanted to know….**

**Nicholas Lemann, The Promised Land: The Great Black Migration and How It Changed America New York: Alfred A. Knopf, 1991). This book tells an important story about the rise and decline of the rust belt and the transformation of the African-American community.**

**Louis A. Picard and Terry F. Buss, A Fragile Balance: Re-Examining the History of Foreign Aid, Security, and Diplomacy (Sterling, VA.: Kumarian Press, 2009). Everything you never wanted to know about “soft power” and foreign policy.**

**Fareed Zakaria, The Future of Freedom: Illiberal Democracy at Home and Abroad (New York: W.W. Norton, 2007). A skeptical view of “democracy” and an advocate of law and order, de-political environments and administrative transparency.**

**Choose one of the following to read:**

**Each student will read one book on his or her own degree focus. You may request to substitute another book in the list from the one assigned to the degree. Please so inform the instructor and administrator if you wish to do so.**

**Daniel Okrent, Last Call: The Rise and Fall of Prohibition (New York: Scribner, 2010). A fascinating, and most important book about American values and public policies and what can go wrong between policy making and policy implementation. (Required for MPA students).**

**Dina Rasor and Robert Bauman, Betraying our Troops: The Destructive Results of Privatizing War (New York: Palgrave Macmillan, 2007). The book about the “nasties" in Iraq. (Required for MPIA students).**

**Deborah Scroggins, Emma’s War: A True Story (New York: Vintage Books, 2002). (Required for MID students). The book about “goodies” in South Sudan.**

**Janine Wedel, Shadow Elite: How the World's New Power Brokers Undermine Democracy, Government, and the Free Market (New York: Basic Books, 2009). This is an abashedly liberal view of elite formation that recognizes that the world has become global. Criticism is welcomed. (Required of MPPM students).**

**Reading Schedule:**

**Week 1: August 30. Class Orientation and introductory lecture**

**Week 2: September 6. Introduction: The Methodology of comparing public systems**

**Core**

**Schiavo-Campo and McFerson, Introduction and Chapter 1**

**Zakaria, Introduction, Chapter 1 and 2**

**Franz Kafka, “Bureaucracy,” in Green and Walzer, pp. 319-326. (Reserve)**

**Degree Specific Assignments**

**Okrent (MPA) Prologue, Chapters 1-2**

**Scroggins (MID), Chapters 1-4**

**Razor and Bauman (MPIA) Forward, Chapter 1-2**

**Wedel (MPPM) Preface**

**Week 3: September 13. Debates about Democracy and Public Policy**

**Core**

**Schiavo-Campo and McFerson, Chapter 2**

**Zakaria, Chapters 3 and 4**

**Nadine Gordimer, “Africa Emergent,” in Solomon, pp. 36-51. (Reserve)**

**James Thurber, "The Greatest Man in the World," in Archer and Bainbridge, Fools, pp. 138-146 (Reserve)**

**Degree**

**Okrent (MPA) Chapter 3-6**

**Scroggins, (MID) Chapters 5-8**

**Razor and Bauman (MPIA) Chapter 3-4**

**Wedel (MPPM) Chapter 1**

**Week 4: September 20. Historical Models, “Contemporary Models,” and Socio-Economic Changes**

**Core:**

**Schiavo-Campo and McFerson, Chapter 4**

**Zakaria, Chapters 5 and 6 and Conclusion**

**George Orwell, "The Unfree Leader-Shooting the Elephant" in Green and Walzer, pp.376-383 (Reserve)**

**Degree**

**Okrent (MPA) Chapter 7-8**

**Scroggins (MID) Chapters 9-13**

**Razor and Bauman (MPIA) Chapter 5-6**

**Wedel (MPPM) Chapter 2**

**Week 5: September 27. Theories of Governance and Political Economy**

**Core:**

**Schiavo-Campo and McFerson, Chapter 16**

**Lemann, pp. 1-59**

**Naipaul, In a Free State, pp. 54-98 (Reserve)**

**Degree**

**Okrent (MPA) Chapter 9-10**

**Scroggins (MID) Chapters 14-17**

**Razor and Bauman (MPIA) Chapter 7-8**

**Wedel (MPPM) Chapter 3**

**Week 6: October 4. The Structure and Process of bureaucracies, regulations and political institutions**

**Core**

**Schiavo-Campo and McFerson, Chapter 3**

**Lemann, pp. 59-109**

**Koenraad W. Swart, “The Sale of Public Offices,” in Heidenheimer, et. al., Chapter 7**

**Degree**

**Okrent (MPA) Chapter 11-12**

**Scroggins (MID) Chapters 18-22**

**Razor and Bauman (MPIA) Chapter 9-10**

**Wedel (MPPM) Chapter 4**

**Week 7: October 11. MID TERM EXAM**

**Week 8: October 18. Recruitment, Education and Training**

**Core**

**Schiavo-Campo and McFerson, Chapter 8**

**Lemann- pp. 109-307**

**Naipaul, In a Free State, pp. 99-239 (Reserve)**

**Degree**

**Okrent (MPA) Chapter 13-14**

**Scroggins, (MID) Chapters 23-27**

**Razor and Bauman (MPIA) Chapter 11-14**

**Wedel (MPPM) Chapter 5**

**Week 9: October 25. Organization, Socialization and Motivation**

**Core**

**Lemann, pp. 307-354**

**Woodrow Wilson, “The Study of Administration,” in Shafritz and Hyde, Classics of Public Administration, pp. 3-16 (Reserve).**

**Irving R. Janis, "Groupthink," in Ott, pp. 223-232 (Reserve)**

**Degree**

**Okrent (MPA) Chapter 15-18**

**Scroggins, (MID) Chapters 27-30**

**Razor and Bauman (MPIA) Chapter 15-20**

**Wedel (MPPM) Chapter 6**

**Week 10: November 1. Managing Budgets and Money**

**Core**

**Schiavo-Campo and McFerson, Chapter 6 and 7**

**Picard and Buss, Chapter 1-5**

**Samuel P. Huntington, “Modernization and Corruption,” Heidenheimer, et. al., Chapter 23 (Reserve)**

**Degree**

**Okrent (MPA) Chapter 19-21 and Epilogue**

**Scroggins, Chapters 31-Epilogue**

**Razor and Bauman (MPIA) Chapter 22-24 plus Afterward**

**Wedel (MPPM) Chapter 7**

**Week 11: November 8. Debates about development and Public Sector Reform**

**Core**

**Picard and Buss, Chapter 10-14**

**Schiavo-Campo and McFerson, Chapter 9**

**Picard and Moudoud, “The 2008 Guinea Conakry Coup” (Reserve)**

**Mahasweta Devi, “Dhowli” in Solomon, Other Voices, Other Rooms (Reserve)**

**Week 12: November 15. Review and Catch Up**

**Week 13: November 22. Thanksgiving Week**

**Week 14: November 29. Management of Contracts and Impact**

**Schiavo-Campo and McFerson, Chapter 9-10**

**Duodu, “The Tax Dodger, in Larson, African Short Stories, pp. 107-127 (Reserve)**

**Week 15: December 6. Review Session**

**Week 16: December 13. FINAL EXAMINATION.**

**Materials on Reserve**

**Jeffrey Archer and Simon Bainbridge, eds. Fools, Knaves & Heros: Great Political Short Stories (London: Pan Books, 1989 or any edition.**

**Daniel Bergner, In the Land of Magic Soldiers: A Story of White and Black in West Africa (New York: Picador, 2004).**

**Philip Green and Michael Walzer, eds. The Political Imagination in Literature (New York: The Free Press, 1969).**

**Arnold J. Heidenheimer, Michael Johnston and Victor T. LeVine, eds. Political Corruption: A Handbook (New Brunswick: TransAction Publishers, 1990).**

**Nicholas Lemann, The Promised Land: The Great Black Migration and How It Changed America New York: Alfred A. Knopf, 1991). Required for MPA students.**

**Charles Larson, ed. African Short Stories (New York: Collier Books, 1970).**

**V.S. Naipaul, In a Free State (New York: Vintage, 1971).**

**Daniel Okrent, Last Call: The Rise and Fall of Prohibition (New York: Scribner, 2010).**

**J. Stephen Ott, ed. Classic Readings in Organizational Behavior (Pacific Grove: Brooks- Cole, 1989).**

**Louis A. Picard and Terry F. Buss, A Fragile Balance: Re-Examining the History of Foreign Aid, Security, and Diplomacy (Sterling, VA.: Kumarian Press, 2009).**

**Louis A. Picard, Robert Groelsema and Terry F. Buss, eds. Foreign Aid and Foreign Policy: Lessons for the Next Half-Century (Armonk NY: M.E. Sharpe, 2008).**

**Louis A. Picard and Ezzeddine Moudoud, “**[**The 2008 Guinea Conakry coup: Neither Inevitable nor Inexorable**](http://www.informaworld.com/smpp/877352052-92749960/content~db=all~content=a919088524~frm=titlelink)” **in Journal of Contemporary African Studies Volume** [**28**](http://www.informaworld.com/smpp/877352052-92749960/title~db=all~content=t713429127~tab=issueslist~branches=28#v28) **Issue 1 (January, 2010), pp. 51-69.**

**Dina Rasor and Robert Bauman, Betraying our Troops: The Destrictive Results of Privatizing War (New York: Palgrave Macmillan, 2007).**

**Salvatore Schiavo-Campo and Hazel M. McFerson, Public Management in Global Perspective (Armonk, N.Y.: M.E. Sharpe, 2008).**

**Deborah Scroggins, Emma’s War: A True Story (New York: Vintage Books, 2002).**

**J.M. Shafriz and Albert C. Hyde, eds. Classics of Public Administration (Oak Park, Il.: Moore Publishing Co., 1978).**

**Barbara H. Solomon, Other Voices, Other Vistas: Short Stories from Africa, China, India, Japan, and Latin America (New York: Mentor Books, 1992)**

**Janine Wedel, Shadow Elite: How the World's New Power Brokers Undermine Democracy, Government, and the Free Market (New York: Basic Books, 2009).**

**Fareed Zakaria, The Future of Freedom: Illiberal Democracy at Home and Abroad (New York: W.W. Norton, 2007).**