PPA 500 Foundations of Public Policy and Administration
Core Concepts


**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**
  - 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
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


Budgeting is also covered in any number of public finance and public financial management texts.
REQUIRED TEXTS: PUBLIC HUMAN RESOURCES MANAGEMENT (PPA 577)


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.


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)**


**SUPPLEMENTAL TEXTS: ORGANIZATION THEORY/BEHAVIOR (PPA 660)**


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**


**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
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**


**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=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