

Barnard College  
Dept. of Political Science  
**Power, Politics and Policymaking**  
POLS BC3210x  
Fall 2005

[Prof. Kimberley Johnson](#)

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Office Hours: Thursday 10-12, and by appointment.

### **Course Description**

This course investigates the question of government performance by examining the intersection of people, organizational structure and politics. How is the public will translated into public policy by the individuals who make up government? How do choices in organizational structure affect the implementation of policy? Why is government failure (of people, policies or organizations) hard to predict, and sometimes harder to fix? Using readings, policy exercises and case studies, the class will critically analyze the question of why some government policies and programs work, while others do not. While this class serves as an introduction to theories of public policy, bureaucracy and organization, the focus of the class is on understanding the exercise of public power and the policy outcomes that are produced.

### **Class Participation**

An overview of the readings for the week will be covered at the beginning of each class. The rest of the class time will focus on answering the questions for the week, as well as the broader questions and themes that are our focus for the semester. Please keep in mind that these questions are a start, not an end, to our discussion. Students share a responsibility in ensuring that class time is used productively. You must prepare for class by reading the assignments and thinking about the issues and questions they raise before coming to class. The last two sessions of the class will be spent on presentations of group policy memos.

### **Policy Memos**

Three 5-page policy memos are required for this class. Policy memos will discuss a policy program or organization in one of the three case study areas covered in class: *Crime and Criminal Justice Policy*; *Poverty and Social Welfare Policy*; or, *Cities and Urban Renewal Policy*.

Instructions for preparation of the memos will be distributed in class. Due dates:

Policy Memo #1	September 22
Policy Memo #2	October 20
Policy Memo #3	November 17

### **Grading**

Class Participation	10%
Oral Presentation	10%
Policy Memos (3)	60% (20% each)
Final Examination	<u>20%</u>
<b>Total</b>	<b>100%</b>

## Course Readings

Course books are available at Columbia University Bookstore. Books will also be available at Barnard Library Reserve. All articles can be accessed via JSTOR. A class reader will be available from Quick Copy (Amsterdam and 120<sup>th</sup> Street). Readings marked with an asterisk (\*) are available in the course reader.

### Books

Nina Bernstein, *The Lost Children of Wilder: the Epic Struggle to Change Foster Care*

Robert Caro, *The Power Broker: Robert Moses and the Fall of New York*

Charles T. Goodsell, *The Case for Bureaucracy*

Michael Lipsky, *Street Level Bureaucrats: Dilemmas of the Individual in Public Services*

Steven Kelman, *Making Public Policy: A Hopeful View of American Government*,

Steven Maynard-Moody and Michael Musheno, *Cops, Teachers, Counselors: Stories from the Front Lines of Public Service*

Lawrence Mead, *Government Matters: Welfare Reform in Wisconsin*

B. Guy Peters, *The Future of Governing: Four Emerging Models*

James C. Scott, *Seeing Like a State: How Certain Schemes to Improve the Human Condition have Failed*

James Q. Wilson, *Bureaucracy: What Government Agencies Do and Why They Do It*

## Course Schedule

### I. Politics and government

Week 1

Kelman, *Making Public Policy*, chapters 1-8

Wilson, *Bureaucracy*, chapters 1-3

Michael Nelson, "A Short, Ironic History of American National Bureaucracy," *The Journal of Politics*, Vol. 44, No. 3. (Aug., 1982), pp. 747-778.

<http://links.jstor.org/sici?sici=0022-3816%28198208%2944%3A3%3C747%3AASIHOA%3E2.0.CO%3B2-0>

\* Bert A. Rockman, "Bureaucracy, Power, Policy and the State"

### II. Why (and how) do governments do what they do?

Week 2

*The Hopeful View*

Goodsell, *The Case for Bureaucracy*, all

Kelman, *Making Public Policy* chapters 9-13

*Tax & Spend: The Unapologetic Case for Big Government*

<http://www.prospect.org/web/page.wv?section=root&name=Redeeming+Government>

*The Pessimistic View*

Scott, *Seeing Like A State*, chapters 1-2

Michael Walzer, "Political Action: The Problem of Dirty Hands" *Philosophy and Public Affairs*, Vol. 2, No. 2. (Winter, 1973), pp. 160-180.

<http://links.jstor.org/sici?sici=0048-3915%28197324%292%3A2%3C160%3APATPOD%3E2.0.CO%3B2-7>

### II. Theories of Politics and Administration

Weeks 3 & 4

*Some Early Theories*

Woodrow Wilson, "The Study of Administration," *Political Science Quarterly*, Vol. 2, No. 2. (Jun., 1887), pp. 197-222.

<http://links.jstor.org/sici?sici=0032-3195%28188706%292%3A2%3C197%3ATSOA%3E2.0.CO%3B2-W>

- \* Frank J. Goodnow, "Politics and Administration"
- \* Frederick W. Taylor, "Scientific Management"
- \* Max Weber, "Essay on Bureaucracy"

#### *The Issue of Complexity*

Herbert Simon, "The Proverbs of Administration" *Public Administration Review*, Vol. 6, No. 1. (Winter, 1946), pp. 53-67.

<http://links.jstor.org/sici?sici=0033-3352%28194624%296%3A1%3C53%3ATPOA%3E2.0.CO%3B2-J>

Charles Lindblom, "The Science of "Muddling Through" *Public Administration Review*, Vol. 19, No. 2. (Spring, 1959), pp. 79-88.

<http://links.jstor.org/sici?sici=0033-3352%28195921%2919%3A2%3C79%3ATSO%22T%3E2.0.CO%3B2-7>

Herbert Kaufman, "Administrative Decentralization and Political Power" *Public Administration Review*, Vol. 29, No. 1. (Jan. - Feb., 1969), pp. 3-15.

<http://links.jstor.org/sici?sici=0033-3352%28196901%2F02%2929%3A1%3C3%3AADAPP%3E2.0.CO%3B2-1>

#### *Reinventing Government*

Peters, *The Future of Governing: Four Emerging Models*

- \* The National Performance Review, "From Red Tape to Results: Creating a Government that Works Better and Costs Less"
- \* Michael Barzelay and Babak J. Armajani, "Breaking Through Bureaucracy"
- \* David Osborne and Ted Gaebler, *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector*

### III. Organization Men (and Women)

Week 5

Caro, *The Power Broker*, chapters 1-5, 9-10, 15-16

Camilla Stivers, "Settlement Women and Bureau Men: Constructing a Usable Past for Public Administration" *Public Administration Review*, Vol. 55, No. 6. (Nov. - Dec., 1995), pp. 522-529.

<http://links.jstor.org/sici?sici=0033-3352%28199511%2F12%2955%3A6%3C522%3ASWABMC%3E2.0.CO%3B2-B>

- \* Hannah Arendt, *Eichmann in Jerusalem*

### IV. Public Service in Action

Weeks 6 & 7

#### *Agency Level*

Wilson, *Bureaucracy*, chapters 4-12

#### *Service Delivery Level*

Lipsky, *Street Level Bureaucrats*

Maynard-Moody and Musheno, *Cops, Teachers, Counselors*

### V. Case Studies

Week 8, 9 & 10

#### *Crime and Criminal Justice Policy*

\* George Kelling and James Q. Wilson, "Broken Windows," *Atlantic Monthly*, 1982.

Timothy Lynch, "We Own the Night: Amadou Diallo's Deadly Encounter with New York City's Street Crime Units." Cato Institute Briefing Papers #56

<http://www.cato.org/pubs/briefs/bp56.pdf>

"The New York City Police Department's 'Stop & Frisk' Practices: A Report to the People of the State of New York From The Office Of The Attorney General"

[http://www.oag.state.ny.us/press/reports/stop\\_frisk/stop\\_frisk.html](http://www.oag.state.ny.us/press/reports/stop_frisk/stop_frisk.html)

*Poverty and Social Welfare Policy*

Bernstein, *The Lost Children of Wilder: the Epic Struggle to Change Foster Care*

Or

Mead, *Government Matters: Welfare Reform in Wisconsin*

*Cities and Urban Renewal Policy*

Caro, *The Power Broker*, Chapters 16-20, 25, 35,37, 41,42, 48,49

Scott, *Seeing Like a State*, chapters 3-5

Wendell E. Pritchett, "Race and Community in Postwar Brooklyn: The Brownsville

Neighborhood Council and the Politics of Urban Renewal" *Journal of Urban History* (May 2001)

27: 445 - 470. (access online via CLIO)

VII. Group Policy Memo Discussions

Weeks 11 & 12

VIII. Concluding Thoughts: What Can Government Do? Week 12

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