(Fall 2011, Wednesday, 2-5, Draper 313A)

David McCaffrey, Distinguished Teaching Professor, Department of Public Administration and Policy, Milne 317, 442-5282, d.mccaffrey@albany.edu. Use this email address for all email; please do NOT send me emails through Blackboard, because when you send me a message on Blackboard email I need to enter Blackboard to respond.

Office Hours: I will be in Humanities Basement 16 on Mondays from 3-4, can be contacted on email continuously, and will be pleased to set up appointments to speak with students in person or on the telephone throughout the week.

Readings Assigned


Steven Lukes, *Power: A Radical View* (second edition), Palgrave, 2005


Grading System

Weekly Papers (80%)

Before each class, starting September 7, you should hand in a four-to-five page, double-spaced paper describing your major reactions to, thoughts on, and/or analyses of the material assigned for that week. The purpose of the paper is to give you a chance to think actively about the material prior to the class. For example, what are the central themes or models in the readings? What is provocative and useful about the readings, and/or criticisms that you would make of them? What do the readings suggest about the nature of good scholarship? These are examples of questions, and not necessarily the questions you must address. The important point is that the paper should not summarize the readings (i.e., it should not report just what the readings say, or rely substantially on quotations from the readings), but rather should represent your independent work with the material.

The papers must be handed in by the start of the class session for which those readings were scheduled. Under no circumstances will papers for that week be accepted after the class. There are 11 weeks in the semester in which a paper is required. Your grade will be based on your ten
best grades for the papers. If for some reason you are unable to turn in a paper before the class, the missing paper will count as the disregarded grade. You should allow for emergencies, necessary travel, etc., by preparing your work ahead of time. Papers will be graded on presentation, as well as content; they should be carefully edited and proofed.

Please review the University definitions and policy regarding plagiarism in the current Graduate Bulletin. Plagiarism, in both its subtle and flagrant forms—including long, uncited summaries of others' writings—is a serious offense. If a paper shows signs of plagiarism the University policy will be enforced strongly.

Class Participation (20%)

Active class participation means engagement, informed by knowledge of the readings and other materials, in class sessions and other aspects of the course. It also means engaging the comments made by others in the class and making efforts to ensure that others are also engaged in the dialogue. Overall, it means that you must do more than simply come to class, that you should participate actively, and that you should not try to dominate class discussions.

Meaning of Grades

For participation and the papers, a grade of A reflects strong ability to work with the material and to think creatively about it. A grade of B reflects a good, comprehensive awareness of the assigned material. A grade of C reflects knowledge of much of the material, but weak preparation of a substantial share of it. A grade of less than C reflects major gaps in knowledge or persistent lack of performance in the various aspects of the course. The grade scale used is 3.8-4 (A), 3.6-3.7 (A-), 3.3-3.5 (B+), 3.0-3.2 (B), 2.7-2.9 (B-), 2.3-2.6 (C+), 2.0-2.2 (C), 1.7-1.9 (C-); 1.3-1.6 (D+); 1.0-1.2 (D); .7-.9 (D-). Less than .7 is an E. Graduate students must earn C or better to receive credit for the course.

Reading Assignments


September 7: Wilson, Bureaucracy, pp. ix-110.

September 14: Wilson, Bureaucracy, pp. 113-234.


September 28: University class suspension (classes suspended 2:35 pm).

October 5: Pfeffer, Power and Influence in Organizations, pp. vii-125.

October 12: Pfeffer, Power and Influence in Organizations, pp. 127-245.

October 19: Pfeffer, Power and Influence in Organizations, pp. 247-345.


November 2: University class suspension.
November 23: University class suspension.