

DRAFT SYLLABUS

This is posted for your info to help you select or prepare for a course. An official version will be ready at or prior to your course start. Texts will be same or very similar. Please check online bookstore for exact texts.

**PA 6610-DL: SURVEY OF PUBLIC ADMINISTRATION
TROY STATE UNIVERSITY
DISTANCE LEARNING, TERM IV 2004**

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Welcome to the Survey of Public Administration. The course introduces the student to the subject of public administration as an academic field and profession. As a result the course must mix the intellectual investigation with the practical look at decisions in the workplace. Public administration operates within a political environment, but administrators are asked to perform their duties in a non-political way. As a result, our discussion must also include current issues such as ethics, reinventing government, and privatization.

Course Goals

Analyze the historical, theoretical, and political context of public administration in the United States.

Explore the role of public administrators in the development, implementation, and evaluation of public policies.

Discuss organizational and legal issues confronting modern day administrators.

Examine current trends in public management and the delivery of public goods and services.

Standardized Course Objectives

Students completing this course should be able to demonstrate an ability to:

1. Discuss the interaction of administrative and political processes in public administration.
2. Discuss the roles of public administrators as public managers and policy makers.
3. Discuss the evolution of public administration and its future as an academic discipline and a profession.
4. Demonstrate understanding of public sector organization theory/behavior, budget/finance, policy/decision making, administrative law/regulation, and personnel management.

5. Discuss the role of government in providing public goods and services.
6. Discuss the concepts of bureaucratic power and leadership in public administration.
7. Discuss the importance and impact of intergovernmental relations in the context of federalism.
8. Discuss the importance of ethical standards and behavior for public managers.
9. Demonstrate the ability to analyze complex public sector issues, identify potential solutions, and defend courses of action using case analysis methodologies.
10. Demonstrate the ability to research complex public issues and present information orally and in writing.
11. Demonstrate the ability to use computer technology in public management.
12. Discuss the historical events and changes in public administration and identify the major themes and ideas of contributors to the field.

Academic Integrity

You are encouraged to discuss assignments together. The Discussion Board provides you the opportunity to do this. The written content of all assignments and exams, however, must represent your own individual effort. Any plagiarism, either from colleagues, printed materials, or internet materials will be treated in accordance with the Troy State "Standards of Conduct" policy on academic integrity found in the Graduate Bulletin.

Students with Disabilities

Wherever possible modifications to tests and other assignments will be made to accommodate the needs of students with disabilities. Any student with such a need must inform the instructor at the beginning of the term of any special needs necessary to accomplish the requirements for this course.

Idea Exchange

Politics, even in the "neutral" public administration, is a process of debate. The topics you and I select to discuss in this class will have many sides; some may be especially controversial. It is expected that individual students will have different opinions and will often hold these opinions strongly. Our discussions should be viewed as an opportunity to exchange different points of view. You or I may not agree with the specific opinion, but that disagreement should never be disrespectful or, especially, deteriorate into personal attack. Enjoy the chance to be in a university setting where ideas and questions can be exchanged openly. Students unwilling to honor this environment will be asked to leave the class session.

Incomplete Grade Policy

If you have to take an incomplete grade you must contact the instructor and see if you qualify. You must be passing the course at the time of the request. Then you must obtain and fill in a request form for an incomplete grade and submit it to the professor to arrive **prior** to

submission of grades (May 26). If it does not, the instructor will total up the points earned, and you will receive the letter grade that corresponds to those points. Refer to the Graduate Catalog for additional information on incomplete grades.

COURSE REQUIREMENTS

Required Texts

Shafritz, Jay M., and E. W. Russell (2003). *Introducing Public Administration*, 3rd ed. New York: Longman. (referred in the schedule as "S & R")

Stillman II, Richard J. (2000). *Public Administration: Concepts and Cases*, 7th ed. Boston: Houghton Mifflin. (referred in the schedule as "Stillman")

NOTE: Readings are due the first class for that topic.

Course Work

In addition to preparing for and participating in each class session, students will be expected to complete several article analyses, several case study analyses, a research paper (meta-analysis), and a final exam.

- Article analyses: Eight articles from the Stillman book will be analyzed using a format provided by the instructor. The articles will be representative of core "classics" that all advanced students in public administration should be aware.
- Case study analyses: Four case studies from the Stillman book will be analyzed using a format provided by the instructor.
- Research paper (meta-analysis): This 15-20 page assignment provides students with an opportunity to investigate a public administration issue in much greater detail. Since this assignment accounts for 25% of your final grade, you should select a topic that really interests you. The S & R book should provide you with potential topics for your research, but it should not be the only source of information. The topic must be approved by the instructor in advance. **The topic must be submitted to the instructor by the end of the second week of the term.**

NOTE: Late assignments will be penalized the equivalent of one letter grade (1/10th) for each **day** that the assignment is late up to a maximum of ½ the value of the assignment, i.e., five days late. An assignment is considered late at midnight **your time** of the due date. **No assignments** will be accepted more than **two** weeks late or later than the **last day** of class. Assignments can always be submitted prior to the due date.

- Proctored Exam.

NOTE: The exam must be proctored by an independent observer. The Distance Learning Center Student Support Services (DLC-SSS) makes arrangements with students to identify

proctors. The DLC-SSS sends exams to proctors; proctors receive exams and instructions including the requirement that the student present a picture ID. **Students are encouraged to use a computer and have the proctor email or FAX the exam to the instructor.** Some locations may not have this capability, in which case the student is responsible for providing the proctor with envelopes and postage sufficient to mail the exam to the DLC.

NOTE: All assignments should be prepared in Standard English and typed, using a 12-pitch format, 1-inch margins, and double spacing. Microsoft Word is the preferred word processing format. If you must use a different format, please send a test attachment to the instructor to ensure that I can actually open it. Assignments will be emailed to the instructor as an attachment. Include PA6610DL and the name of the assignment in the subject line. Assignments will be graded and returned to the student in the same manner.

ASSIGNMENT VALUES		
	Percent of Final Grade	Maximum points
Article Analyses (8)	40%	80
Case Studies (4)	20%	40
Research Paper	25%	50
Final Exam	15%	30
Total	100%	200

GRADING REQUIREMENTS	
Grade Level	Points Required
A	180-200
B	160-179.9
C	140-159.9
D	120-139.9
F	<120

There will be no additional "curve" in grading or extra credit.

Course Schedule

Week One: March 15 – March 21

What is the Study of Public Administration?

Students will be exposed to the historical perceptions of American public administrations (including the "roller coaster" of confidence in governmental bureaucracy), the concept of public administration, and a refresher on the organization of the executive branch.

Readings: S & R, Chapter 1

Context of Public Administration

Public administrators are involved in the formulation and implementation of public policy, and public policy determines who gets what and how much. This places the administrator into a political environment which often conflicts with the objectives of a neutral bureaucracy.

Readings: S & R, Chapter 2 (pages 57-76)

Article Analysis #1 (Due March 21): Stillman, Reading 1.2

Week Two: March 22 – March 28

Federalism and Intergovernmental Relations

The federalism system of the United States is rather unique in the world. This relationship has undergone changes during our history. The overlap of governments also impacts the interaction between governments and citizens. Much of the work of public administrators involves this relationship.

Readings: S & R, Chapter 4

Research Paper Topic Due (March 28)

Article Analysis #2 (Due March 28): Stillman, Reading 5

Case Analysis #1 (Due March 28): Stillman, Case Study 5

Week Three: March 29 – April 4

Organizational Theory and Behavior

The last century has seen a great deal of attention given to the structure of organizations, both private and public, and to the relationships of the people who operate in and interact with that organization. Theories have been developed that attempt to explain or predict the function of the organization and the behavior of the people in and out of the organization.

Readings: S & R, Chapter 5 (pages 180-209) and Chapter 6

Article Analysis #3 (Due April 4): Stillman, Reading 6

Week Four: April 5 – April 11

Leadership

All organizations require strong leadership to succeed. Many organizations fail because of a failure of leadership. Much of the news of the past summer has concerned the failure of leaders in the private sector to effectively meet the demands of their positions and their organizations. The public sector has many of the same concerns.

Readings: S & R, Chapter 9

Article Analysis #4 (Due April 11): Stillman, Reading 8

Case Analysis #2 (Due April 11): Stillman, Case Study 8

Week Five: April 12 – April 18

Personnel Administration

Personnel management in the United States today implies the merit selection of government employees throughout most of the bureaucracy. The personnel function involves the recruitment, appointment, and appraisal of these employees. As government employment has increased, or in some cases decreased, several issues have impacted the functions of personnel administration in government.

Readings: S & R, Chapter 10

Article Analysis #5 (Due April 18): Stillman, Reading 11

Week Six: April 19 – 25

Administrative Ethics

Corruption happens. There are bad people who work for private and public organizations. The impact of corruption in the public sector, however, affects all the citizens that government is expected to serve. Government leaders respond to acts of corruption in ways that affect all government employees. The efforts to active an ethical environment are discussed as well as exposure to ethical dilemmas.

Readings: S & R, Chapter 14

Article Analysis #6 (Due April 25): Stillman, Reading 16

Case Analysis #3 (Due April 25): Stillman, Case Study 16

Week Seven: April 26 – May 2

Public Policy Process and Social Equity

Government bureaucracies help with the development, implementation, and evaluation of public policy. The effort to achieve social equity affects this process.

Readings: S & R, Chapter 2 (pages 37-57) and Chapter 11

Article Analysis #7 (Due May 2): Stillman, Reading 15

Week Eight: May 3 – May 9

Proctored Exam (Due May 9 by email or FAX or ASAP by mail)

Week Nine: May 10 – May 16

Public Budgeting

The budget is one of the primary ways that government implements public policy. It typically represents a second opportunity to debate policy that has been discussed during the legislative process. Different ways have been developed to create the public budget for ease of understanding and oversight.

Readings: S & R, Chapter 12

Auditing, Accounting, and Evaluating

Government programs must be evaluated – not just to determine that every tax dollar has been spent in accordance with directives, but also to determine whether the programs are accomplishing what was intended when created. It is expected for government programs to be efficient and effective. While ultimately that determination is a political one, the role of public administration is to provide a neutral analysis to decision makers.

Readings: S & R, Chapter 13

Research Paper (Due May 16)

Week Ten: May 17 – May 23

Reforms and the Current Environment

Reinventing government. Empowerment. Total Quality Management. Privatization. These are some of the "buzzwords" that have filled the management literature in public administration during the past 20 years. The effort to reform bureaucracy and the delivery of government services is nothing new and will continue to impact the profession of public administration.

Readings: S & R, Chapter 3 (pages 100-125) and Chapter 7

Article Analysis #8 (Due May 23): Stillman, Reading 12

Case Analysis #4 (Due May 23): Stillman, Case Study 3