

Fall 2012

PADM 6100 Politics and Management in Public Agencies

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Course description

Effective public administration starts with understanding the history, issues, and context of the discipline. This introductory graduate course sets the stage for other core public administration courses by providing a broad overview of the field. The first part of the course focuses on history and context. The second and third components turn toward the sorts of leadership and management issues public managers face regularly.

Through readings, classroom discussions, and course assignments students will explore issues of management and policy in public agencies at the federal, state, and local levels. The main goals of this course are to (1) enhance your ability to think critically about the issues of public management, (2) expose you to theories defining the field, and (2) augment your ability to craft good arguments relative to the problems of public management.

Prerequisites

A thorough knowledge of American government and the principles of federalism are strongly recommended. Those without an undergraduate course in American government, or others who wish to refresh the core concepts from such a course, should review an introductory text with a policy focus such as George Edwards, Martin Wattenberg, and Robert Lineberry, *Government in America, 12th edition*, (New York: Longman, 2006).

Required Texts and Resources

- *Classics of Public Administration* by Jay M. Shafritz and Albert C. Hyde, 6th edition (ISBN-10: 0495189561 or ISBN-13: 978-0495189565)
- *Public Administration: Concepts and Cases* by Richard Stillman (ISBN-10: 0618310452 or ISBN-13: 978-0618310456)
- Selected readings assembled by the instructor – available as electronic reserves through the University Library
- Optional: Netflix subscription (\$7.99 per month). If you do not subscribe to Netflix, you will need to view videos at Joyner Library, or find some other source for the films. When possible I have provided links to the Amazon instant video streaming service as an alternative to Netflix.

Course Objectives

Like the Stillman case book, this course is organized in four parts. Section One offers an overview of the setting, structure, and the public administration environment. Section Two is focused on administrative and management issues through study of organizations and people. The concluding sessions in Sections Three and Four turn to examination of the tools and practice

most often used in the field and ethical governance issues found in relationships between organizations, sectors, and the public.

The objectives of the course and related NASPAA standards are listed below.

Course Objective	NASPAA Standard	Activity
<i>Identify, describe, and discuss public administration concepts using terminology and theories relevant to the field</i>	To articulate and apply and public service perspective	Case studies Discussion forums
<i>Demonstrate leadership and communication skills through facilitation of group discussion</i>	To communicate and interact productively with a diverse and changing workforce and citizenry To lead and manage in public governance	Discussion forum facilitation assignment
<i>Identify motives and differentiate alternatives public administrators may face in applied settings</i>	To analyze, synthesize, think critically, solve problems, and make decisions	Case studies
<i>Develop policy solutions for multi-faceted problems in the public sphere</i>	To participate in and contribute to the policy process To analyze, synthesize, think critically, solve problems, and make decisions To communicate and interact productively with a diverse and changing workforce and citizenry	Discussion forum Case studies Final exam

Format

The course will be presented through a combination of lectures, discussions, and case studies via Blackboard and other virtual platforms.

Grading

The grading distribution is as follows:

Written Case studies (15 percent each):	30 percent
Discussion Forum Leader	30 percent
Class participation	25 percent
Final exam:	15 percent
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Total:	100 percent

Case Studies and Discussion Forum Leaders

You will find the course readings, an overview of the topic, lecture(s) and assignments in folders each week on the course Blackboard site. I have assigned case studies that allow you to apply the theories and course material presented through lectures, readings, and supplemental materials.

You are responsible for using it to frame discussions for each topic covered in the course. Please double-space your answers, use one inch margins, and Times New Roman, 12 point font to format your papers. You must provide proper citation according to the APA format.

Discussion questions have been assigned for selected topics. Your written answer to the assigned questions must be posted to the course Blackboard page. You will be assessed on the following criteria: familiarity with case material (10 percent), thoroughness (10 percent), use of course readings to support your analysis (50 percent), application to problems in other settings (20 percent), and grammar (10 percent).

There are two are mandatory papers due on September 26th and November 14th. The third paper will be due on the week you are assigned to lead the discussion forum.

Each student will lead the discussion forum once during the semester. You will turn in a written case memo the week you lead the discussion. You must post your response to the case study questions no later than the Wednesday of your class session week. That is, if you are leading the discussion for Week 4 post your paper no later than midnight on September 13th. You will then facilitate the discussion among your classmates for the remainder of the week. This is the discussion leader portion of your grade. Your paper is worth half the points for the discussion forum leader score and your facilitation of the session is worth the other half, together these scores comprise 30 percent of your final grade.

If you are not assigned as discussion leader for a particular week you are expected to comment on the case study and response posted by the discussion leaders. The quality and quantity of your responses will be evaluated each week and these will comprise the class participation portion of your grade.

Discussion leader assignments have been made using a random process. A list has been posted on the course Blackboard page detailing dates for discussion forums. No student will be assigned to lead the discussion on the weeks mandatory assignments are due.

Class participation

On weeks you are not assigned to lead the discussion you are expected to participate in the class by posting your comments on the topic. While you will not have a formal written paper due each week you should be familiar with the materials being presented by discussion leaders.

The course is offered as an online course. Because the course is web-based, participation in the threaded discussions is essential. A lack of participation in class discussions, or absences, indicates your disinterest in the course and both will adversely affect your grade. Participation is graded on a scale from 0 (lowest) through 4 (highest), using the criteria below. The criteria focus on what you demonstrate and do not presume to guess at what you know but fail to demonstrate. I expect the average level of participation to satisfy the criteria for a "3", translating into a numerical grade of about 87.

Grade	Criteria
0	Absent.
1	<input type="checkbox"/> Logs into lectures and the discussions forum <input type="checkbox"/> Demonstrates very infrequent involvement in discussion.
2	<input type="checkbox"/> Demonstrates adequate preparation: knows basic case or reading facts, but does not show evidence of trying to interpret or analyze them. <input type="checkbox"/> Offers straightforward information (e.g., straight from the case or reading), without elaboration or very infrequently (perhaps once a class). <input type="checkbox"/> Does not offer to contribute to discussion, but contributes to a moderate degree when prompted. <input type="checkbox"/> Demonstrates sporadic involvement.
3	<input type="checkbox"/> Demonstrates good preparation: knows case or reading well, has thought through implications of facts. <input type="checkbox"/> Offers interpretations and analysis of case material (more than just facts) to class. <input type="checkbox"/> Contributes to discussion in an ongoing way: responds to other students' points, thinks through comments, questions others in a constructive way, offers and supports suggestions that may be counter to the majority opinion. <input type="checkbox"/> Demonstrates consistent involvement.
4	<input type="checkbox"/> Demonstrates excellent preparation: has analyzed case exceptionally well, relating it to readings and other material (e.g., readings, course material, discussions, experiences, etc.). <input type="checkbox"/> Offers analysis, synthesis, and evaluation of case material, e.g., puts together pieces of the discussion to develop new approaches that take the class further. <input type="checkbox"/> Contributes in a very significant way to ongoing discussion: keeps analysis focused, responds very thoughtfully to other students' comments, contributes to the cooperative argument-building, suggests alternative ways of approaching material and helps class analyze which approaches are appropriate, etc. <input type="checkbox"/> Demonstrates very active involvement.

Final exam

Your final assignment will be a case study accounting for 20 percent of your total course grade. More details about this assignment will be provided as the course progresses.

Late Work Policy

All assignments and exams must be completed as scheduled. Any assignments handed in late will receive a 10 point deduction for each 24 hour period (or portion thereof) the assignment is

past the due date, up to five days late (120 hours). After this period no late work will be accepted.

Special Assistance

If you have any special needs that should be aware of to assist you in your learning process, please make an appointment with me during my office hours or at another time we both agree to. East Carolina University seeks to comply fully with the Americans' with Disabilities Act (ADA). Students requesting accommodations based on a qualifying disability must go to the Department for Disability Support Services located in Slay 138 (252)-737-1016 (Voice/TTY).

Emergency Weather and continuity of instruction plan

In the event of a weather emergency, or other emergency necessitating the cancellation of class, information can be accessed through the following sources: ECU emergency notices (www.ecu.edu/alert) or the ECU emergency information hotline at 252-328-0062. I will post a cancellation notice on the course Blackboard page as well.

Caveat

This syllabus is an agreement between us regarding expectations and assignments for the course. Occasionally, however, it may be necessary to change this syllabus to meet students' needs. I reserve the right to revise this syllabus. Advance notification will be provided to you.

2012 Course Overview			
Week	Date	Topic	Assignment
Section One: Overview and Environment			
1	August 21-27	Scope & Purpose of Public Administration	Discussion forum 1
2	August 28-September 3	Bureaucracy	Discussion forum 2
3	September 4-10	The General Environment	Discussion forum 3
4	September 11-17	Politics and Administrative Power	Discussion forum 4
Section Two: Organizational and People Considerations			
5	September 18-24	Accountability	Paper 1 due by midnight 9/26
6	September 25-October 1	Leadership and Management	Discussion forum 6
7	October 2-8	Motivation	Discussion forum 7
8	October 9-15	Deploying Organizational	Discussion forum 8
9	October 16-22	Networks	Discussion forum 9
Section Three: Theories in Practice and Tools in Use			
10	October 23-29	Communication and conflict	Discussion forum 10
11	October 30 -November 5	Crisis management	Discussion forum 11
12	November 6-12	Learning Organizations	Paper 2 due by midnight 11/14
Section Four: Governing in an Ethical Way			
13	November 13-19	Managerial ethics	Discussion forum 12
14	November 20-26	Individual sessions	Work on your paper
15	November 27-December 3	Governance	Discussion forum 13
Final	December 6-13	Exam	Exam due by midnight 12/11