

**EAST CAROLINA UNIVERSITY
DEPARTMENT OF POLITICAL SCIENCE
MASTER OF PUBLIC ADMINISTRATION PROGRAM**

Course Number: PADM 6100

Course Title: Politics and Management in Public Agencies

Semester: Fall, 2005

Course Description: This is the introductory core course in public administration at the graduate level. It forms the entry course into the MPA program but it is also widely used by students in other disciplines to get a basic overview of the field of public administration. We will mostly be concerned with management and policy issues in public agencies at the federal, state, and local levels of government. Particular attention will be given to political institutions and their impact on policy processes.

Prerequisites: A course in American government is recommended but not necessary. Those who need a refresher in American government should review an introductory text book that has a policy emphasis, such as George Edwards, Martin Wattenberg and Robert Lineberry, *Government in America*, 12th Edition (New York: Longman, 2006).

Professor: Carmine Scavo Office Phone: 252.328.6130
Home Phone: 252.353.0873 Email: ScavoC@mail.ecu.edu

Office Hours: Office: A-124 Brewster
Monday: 4:00 - 6:30
Wednesday: 1:00 - 3:00

Required Textbooks: Grover Starling, *Managing the Public Sector*, 7th Edition (Belmont, CA: Thomson Higher Education, 2005).

Mark W. Huddleston, *The Public Administration Workshop*, 4th Edition (New York: Addison, Wesley, Longman, 2000).

Robert Klitgaard and Paul Light (eds.), *High Performance Government: Structure, Leadership, Incentives* (Santa Monica, CA: Rand, 2005).

Course Objectives: The primary objective of this course is a thorough introduction to the field of public administration. On the way towards accomplishing this goal, the following points will be stressed:

- the evolution of the profession and academic field of public administration since its inception;
- an overview of the basic concepts and enduring issues in public administration;
- the complex nature of the environment in which public administrators work;

Method of Instruction: The course will be a combination of lectures, discussion and case presentations. Both the professor and the students will take leadership for portions of each class session, through lecture, discussion, and presentation formats.

Some material for this class will be posted on Blackboard. Use the same login and password for BlackBoard as you use for Microsoft Outlook—the ECU email program.

Please note that there is a distinction between cases and exercises: *cases* are in the Starling book and *exercises* are in the Huddleston workbook. I will attempt to maintain this distinction throughout the semester but there are times that the two terms might be used interchangeably. You should feel free to ask if I am speaking about assignments from the Starling book or the Huddleston workbook.

Evaluation: Grades will be based on a midterm exam (20%), a final exam (20%), a research paper (25%), workbook exercise assignments from the Huddleston book (20%), and class participation (15%). Please remember that you are graduate students and are expected to conduct yourselves as such—absence from class and nonparticipation in class activities indicate a lack of interest and so will adversely affect your grade.

Exercises There will be five exercises assigned from the Huddleston book. Three will be assignments and two will be in-class role-playing exercises. The written portion of the exercise is an individual activity—you should not consult with others as you write up this part of the assignment. After the written assignments are turned in, those who have written on it will deliver a presentation to the remainder of the class. This presentation should be designed not only to answer the questions present in the exercise but to stimulate class discussion on the exercise topic.

Case Studies The case studies are in the Starling book. All students should come prepared to discuss the assigned case studies. In preparing to discuss the case studies, review the material in both the Huddleston and the Starling books and try to find commonality between their approaches.

Class Participation Grades for class participation will be based on at least the following:

- discussion of assigned readings;
- presentation of workbook assignments and research paper;
- discussion of other students' workbook assignments and research papers;
- discussion of case assignments

Academic Integrity: *"Academic integrity is expected of every East Carolina University student. Academically violating the Honor Code consists of the following: cheating, unauthorized aid or assistance or the giving or receiving of unfair advantage on any form of academic work; plagiarism, copying the language, structure, ideas, and/or thoughts of another and adopting those as one's original work; falsification, statement of untruth, either verbal or written, regarding any circumstances relating to academic work; and attempting any act which if completed would constitute an academic integrity violation as defined above"* (2004-2005 ECU Graduate Catalog, p. 8). Specific examples of plagiarism include (but are not limited to) copying excessive amounts of work from the Internet without citation; papers developed by stringing together quotations from other people's work (even if cited properly); submitting papers purchased from or written by others, etc. Asking a fellow student or a professor to suggest specific articles on a research topic *is not* an academic violation; copying a fellow student's bibliography or reference list and submitting it as your own work *is* an academic violation.

ADA Accommodations: East Carolina University seeks to comply fully with the Americans with Disabilities Act (ADA). Students requesting accommodations based on a covered disability must go to the Department for Disability Support Services located in Brewster A-117 to verify the disability before any accommodations can occur. The telephone number is 252.328.6799.

COURSE OUTLINE

- August 24: **INTRODUCTION**
Starling, Chapter 1
- August 31: **POLITICS AND PUBLIC ADMINISTRATION**
Starling, Chapters 2 & 3
Klitgaard and Light, Chapters 1 & 2
Starling, Cases 1.1 and 2.1
Examine the exercise assignments below and decide which of the three writing assignments you want to work on. In order to assure a relatively equal distribution of students working on each assignment, make a second and third choice too. The class will be divided up into groups based on students' choices.
- Sept. 7: **RESPONSIBILITY AND ETHICS**
Starling, Chapter 4
Klitgaard and Light, Chapters 3 & 4
Starling, Case 4.2
Huddleston, Exercise 6, pp. 99-111. Be prepared to discuss your answers to questions on Form 28.
- Sept. 14: **PLANNING AND DECISION MAKING**
Starling, Chapter 5 & 6
Starling, Cases 5.1 and 6.2
Huddleston, Exercise 16, pp. 281-303. This is a formal written assignment for Group 1.
- Sept. 21: **ORGANIZING**
Starling, Chapter 7
Klitgaard and Light, Chapters 5 - 7
Starling Video Case 7.2 [Apollo 13 video]
Group 1 should prepare a presentation of Exercise 16. All other students must read and prepare to discuss the exercise.
- Sept 28: **POLICY IMPLEMENTATION AND EVALUATION**
Starling, Chapter 9
Klitgaard, Chapters 11 - 14
Starling, Case 9.1
Huddleston, Exercise 17, pp. 305-317. This is a formal written assignment for Group 2.
- Oct 5: **LEADERSHIP**
Starling, Chapter 8
Klitgaard and Light, Chapters 8 - 10
Starling, Case 8.3
Group 2 should prepare a presentation of Exercise 17. All other students must read and prepare to discuss the exercise.
- Oct. 12 **MID-TERM EXAM**
- Oct. 19: **NO CLASS—THIS DAY IS A MONDAY FOR CLASS PURPOSES**

- Oct. 26: **HUMAN RESOURCE MANAGEMENT**
Starling, Chapter 10
Starling, Case 10.1
Recruitment and selection simulation—Exercise 9 from Huddleston. Be prepared to discuss and participate in this exercise.
- Nov. 2: **BUDGETING AND FINANCIAL MANAGEMENT (I)**
Starling, Chapter 11
Starling, Case 11.1
Huddleston, Exercise 12, pp. 211-231. This is a formal writing assignment for Group 3.
- Nov. 9: **BUDGETING AND FINANCIAL MANAGEMENT (II)**
Group 3 should prepare a presentation of Exercise 12, including material from Exercises 13, 14 & 15. All other students must read and prepare to discuss the exercises.
- Nov. 16: **INFORMATION MANAGEMENT**
Starling, Chapter 12
Starling, Case 12.2
- Nov. 23: **THANKSGIVING BREAK**
- Nov. 30: **PAPER PRESENTATIONS**
- Dec. 7: **PAPER PRESENTATIONS**
- Dec. 14: **FINAL EXAM**