

STUDENTS ARE REQUIRED TO READ THIS ENTIRE SYLLABUS

Course Number: PADM 5381 **Sections:** 01 (CRN: 80488) & 02 (CRN: 80490)

Course Title: Dynamics of Public Administration **Term:** Fall Semester 2017

Class Meeting Times: Modules will be posted in Blackboard Thursdays by 9:00pm.

Professor: R. M. Bittick, M.P.A., Ph.D. **Office:** SHSU Campus, CHSS 483

Contact Information: **E-mail:** rmb004@shsu.edu. **Phone:** 936-294-4105.

Office Hours: I do not have official office hours scheduled for online classes, but I am willing to meet with students by appointment. Also, online students may see me during my on-campus office hours on Mondays-Wednesdays-Fridays, 11:00 am – 12:00 pm: walk-in or by phone; no appointment necessary.

My policy is to respond to email messages weekdays within 48 hours of receipt, or by Monday for messages sent on Friday or over a weekend. Be sure to put “**PADM 5381**” in the subject heading of your email message. Failure to do so may mean my reply to your email message may be delayed.

Class Website: Go to the SHSU main website [<http://www.shsu.edu/>] and click on Campus Tools at the top of the page, and click “Blackboard” from that menu. Students are required to access this website weekly to view video lectures, download handouts and articles, access and complete discussions and quizzes, and access and download and upload papers.

Course Description: the following is from the SHSU University Catalog:

PADM 5381. Dynamics Of Public Administrtn. 3 Hours.

Examines the history and theoretical basis of public administration and the basic issues that confront it, including administrative responsibility and ethics, and the formulation and implementation of public policy. Students not enrolled in the Master of Public Administration program must obtain the Department of Political Science Graduate Director's permission to enroll in this course.

Welcome to PADM 5381! This course is designed to provide an overview of Public Administration for MPA students. Basically, public administration is about implementing public policies, usually by personnel in government or non-profit organizations, though sometimes by personnel working in business organizations administering government contracts. Since public administration has a large job market, I approach this course as if you already work for or plan to work for a government or non-profit agency.

The purpose of the course is to examine the historical development of Public Administration and give an overview of the major areas of Public Administration. This course integrates readings, video lectures, written assignments and critical thought in a modular format, relating the history of Public Administration with current theories in practice. While the study of Public Administration has a much shorter history than other social sciences, it has a rich history of literature and scholarship. Therefore, it is

necessary to understand the development of public administration over time both domestically and globally.

Method of Instruction: this course is conducted online requiring weekly readings, video lectures, and written discussions as scheduled.

Learning Outcomes – at the completion of this course students will be able to:

- Conceptualize how organizations implement public policies in the social and governmental contexts both domestically and globally;
- Analyze and synthesize elements necessary for public organizations to successfully implement public policies in their respective cultural and social contexts;
- Evaluate theoretical foundations of public administration and leadership through in relation to public administration practitioners.

Assessments: quizzes, writing assignments and discussions.

Required Textbooks:

- ***Introducing Public Administration, 9th edition***, by Jay M. Shafritz, E. W. Russell, & Christopher P. Borick. Longman Press, 2013. ISBN: 9781138666344 (paperback);
- ***Public Administration Evolving: From Foundations to the Future***, Mary E. Guy and Marilyn M Rubin, Editors. Routledge, 2015. ISBN: 9781138922617 (paperback);
- ***The Public Administration Theory Primer, 3rd edition***, by H George Frederickson, Kevin Smith, Christopher W. Larimer, & Michael Licari. Westview Press. ISBN: 9780813349664 (paperback).
- ***A Passion for Leadership***, by Robert M. Gates, 2016. Borzoi Book/Alfred A. Knopf, publisher. ISBN: 9780307959492 (hardcover) or 9780307959508 (ebook).

Optional Textbooks:

- ***Good to Great and the Social Sectors***, by Jim Collins. Collins Press. ISBN: 978-0-9773264-0-2 (monograph);
- ***Public Management in Global Perspective***, by Salvatore Schiavo-Campo and Hazel M. McFerson. M. E. Sharpe. ISBN: 978076561726-2 (paperback);
- ***US Defense Politics, 2nd Edition***, by Harvey M Sapolsky, Eugene Gholz, and Caitlin Talmadge (ISBN: 9780415661157). **Available free online from the Newton Gresham Library.**
- ***APA/MLA Guidelines*** (Quick Study: Academic). ISBN: 978-1423217589.
See: http://www.amazon.com/Apa-Mla-Guidelines-Quick-Study/dp/1423217586/ref=sr_1_3?s=books&ie=UTF8&qid=1440090551&sr=1-3&keywords=apa+style+manual

NOTE: I will also assign other reading material throughout the semester. These will normally be linked on the course website.

“Attendance” Policy: Students are required to access Blackboard online for this course each week. Announcements, weekly modules, and discussions are posted in Blackboard.

Assignments: Readings and discussions assigned in one module must be completed before the beginning of the next module.

- **Readings:** assignments are indicated on the class schedule. You must plan ahead and schedule your reading time appropriately.
- **Quizzes.** Six (6) quizzes are scheduled for this class. See the class schedule for dates. These will be “open book” and conducted via Blackboard.
- **Discussions.** Six (6) Discussions are scheduled for this class. Students are expected to read the assignments before posting on the discussion boards. I normally do not participate in the discussion to avoid students “genuflecting” to the professor’s opinion. If there are questions of fact, students may email me for clarification. Class discussions are graded for participation only, not for content. However, students must follow directions to receive credit.
- **Papers/Essays.** One (1) essay, two (2) papers, and eight (8) theory reports are required for this class. Instructions are provided online.
 - **NOTE:** failure to properly document a class paper will result in a significant reduction in the assigned grade. See “Academic Honesty,” below.
 - **Make-Up Policy/Late Papers:** if you are unable to complete either paper or exam at the specified time, you must contact me in advance and explain your reason. With my approval, the due date for the paper can be rescheduled no more than two days from the scheduled due date. Papers are subject to being assigned a lower grade if turned in late.
- **Extra Credit:** No extra credit assignments are allowed.

Grading Policy - the following coursework is required to complete this course:

Required Assignments	Points Towards Final Grade
6 Quizzes @ 20 points each:	120
6 Discussions @ 4 points each:	24
1 Essay:	50
Paper #1:	100
8 Theory Reports @ 20 points each:	160
Paper #2:	100
Total:	554

Points based on the grade earned for each completed assignment are based on my evaluation of your work. The percentage scale for the final grade follows:

Percentage of Total Points Earned	Final Grade	Percentage of Total Points Earned	Final Grade
90% - 100%	A	60% – 69%	D
80% - 89%	B	59% and Below	F
70% - 79%	C	Below 0%	Take a basic math course.

All university rules and procedures apply to this class.

Students must download and read the document, **Student Guidelines**, found at: <http://www.shsu.edu/dept/dean-of-students/policies/documents/Student+Guidelines+2013-2016.pdf>

The Academic Policy Manual can be accessed at: <http://www.shsu.edu/dept/academic-affairs/aps/aps-students.html>

ACADEMIC DISHONESTY: The policy on **Academic Dishonesty** can be accessed at: <http://www.shsu.edu/dotAsset/728eec25-f780-4dcf-932c-03d68cade002.pdf>

All students are expected to engage in all academic pursuits in a manner that is above reproach. Students are expected to maintain honesty and integrity in the academic experiences both in and out of the classroom. Any student found guilty of dishonesty in any phase of academic work will be subject to disciplinary action. The University and its official representatives may initiate disciplinary proceedings against a student accused of any form of academic dishonesty including but not limited to, cheating on an examination or other academic work which is to be submitted, plagiarism, collusion and the abuse of resource materials.

STUDENT ABSENCES ON RELIGIOUS HOLY DAYS POLICY: The policy about **Student Absences on Religious Holy Days:** <http://www.shsu.edu/dotAsset/0953c7d0-7c04-4b29-a3fc-3bf0738e87d8.pdf>

Section 51.911(b) of the Texas Education Code requires that an institution of higher education excuse a student from attending classes or other required activities, including examinations, for the observance of a religious holy day, including travel for that purpose. Section 51.911 (a) (2) defines a religious holy day as: “a holy day observed by a religion whose places of worship are exempt from property taxation under Section 11.20....” A student whose absence is excused under this subsection may not be penalized for that absence and shall be allowed to take an examination or complete an assignment from which the student is excused within a reasonable time after the absence.

University policy 861001 provides the procedures to be followed by the student and instructor. A student desiring to absent himself/herself from a scheduled class in order to observe (a) religious holy day(s) shall present to each instructor involved a written statement concerning the religious holy day(s). The instructor will complete a form

notifying the student of a reasonable timeframe in which the missed assignments and/or examinations are to be completed.

STUDENTS WITH DISABILITIES POLICY: The policy concerning **Students with Disabilities** can be accessed at: <http://www.shsu.edu/dotAsset/187f9029-a4c6-4fb4-aea9-2d501f2a60f3.pdf>

It is the policy of Sam Houston State University that individuals otherwise qualified shall not be excluded, solely by reason of their disability, from participation in any academic program of the university. Further, they shall not be denied the benefits of these programs nor shall they be subjected to discrimination. Students with disabilities that might affect their academic performance are expected to visit with the Office of Services for Students with Disabilities located in the Counseling Center. They should then make arrangements with their individual instructors so that appropriate strategies can be considered and helpful procedures can be developed to ensure that participation and achievement opportunities are not impaired.

SHSU adheres to all applicable federal, state, and local laws, regulations, and guidelines with respect to providing reasonable accommodations for students with disabilities. If you have a disability that may affect adversely your work in this class, then I encourage you to register with the SHSU Counseling Center and to talk with me about how I can best help you. All disclosures of disabilities will be kept strictly confidential.

NOTE: Accommodations may not be able to be made until you register with the Counseling Center.

INSTRUCTOR EVALUATIONS: Students will be asked to complete a course/instructor IDEA evaluation online toward the end of the term.

Course Outline:

Public Administration Introduction & History: Modules 1 – 8.

Public Administration - Theories and Practice: Modules 9 – 15.

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Schedule: The professor reserves the right to change the schedule. Changes will be linked in Blackboard.

Week/ Module	Dates	Topics – Readings – Assignments
01	Thursday Aug 24 th	<p>Topic: Course Syllabus, and What is Public Administration?</p> <p>Readings:</p> <ul style="list-style-type: none"> ➤ Syllabus. ➤ Robert L. Katz, “Skills of an effective administrator,” <i>Harvard Business Review</i>, January-February, 1955. ➤ Shafritz et al, ch. 1. ➤ Stillman, “Foreword,” <i>Public Administration Evolving</i>. ➤ Guy & Rubin, “Preface,” <i>Public Administration Evolving</i>. ➤ Plant, “Seventy-Five Years of Professionalization,” <i>Public Administration Evolving</i>, ch. 11. <p>Optional Reading:</p> <ul style="list-style-type: none"> ➤ Schiavo-Campo & McFerson, ch. 1. ➤ Sapolsky et al, “Enduring questions, changing politics,” <i>US Defense Politics</i>, electronic copy available from the Newton Gresham Library. <p>Assignment: Video Lecture, Paper #1 Instructions, & Discussion #1.</p>
02	Thursday Aug 31 st	<p>Topic: Political & Cultural Environment of Public Policy and Administration, and Reinventing Machinery of Government.</p> <p>Readings:</p> <ul style="list-style-type: none"> ➤ Shafritz et al, chs. 2 - 3. ➤ Rosenbloom, “The Public Context,” <i>Public Administration Evolving</i>, ch. 1. ➤ The U.S. Constitution. <p>Optional Reading:</p> <ul style="list-style-type: none"> ➤ Schiavo-Campo & McFerson, chs. 2 & 4. <p>Assignment: Video Lecture and Quiz #1.</p>
03	Thursday Sep 07 th	<p>Topic: Intergovernmental Relations and Subnational Governments.</p> <p>Readings:</p> <ul style="list-style-type: none"> ➤ Shafritz et al, ch. 4. ➤ Kettl, “From Intergovernmental to Intersectoral,” <i>Public Administration Evolving</i>, ch. 2. ➤ Klinger, “From Local to Global,” <i>Public Administration Evolving</i>, ch. 4. <p>Optional Reading:</p> <ul style="list-style-type: none"> ➤ Schiavo-Campo & McFerson, chs. 5. <p>Assignment: Video Lecture & Quiz #2.</p>

<p>04</p>	<p>Thursday Sep 14th</p>	<p>Topic: Ethics in Government. Readings:</p> <ul style="list-style-type: none"> ➤ Shafritz et al, ch. 5. ➤ Svara, "From Ethical Expectations to Professional Standards," <i>Public Administration Evolving</i>, ch. 12. ➤ Gooden, "From Equality to Social Equity," <i>Public Administration Evolving</i>, ch. 10. ➤ Carl J Friedrich. 1940. "Public Policy and the Nature of Administrative Responsibility." <i>Public Policy</i>, ed. by Carl J Friedrich and Edward S Mason, p. 3-24. ➤ Herman Finer. 1941. "Administrative Responsibility in Democratic Government." <i>Public Administration Review</i>, vol. 1, no. 4, Summer, p. 335-350. ➤ Michael Jackson. 2009. "Responsibility versus Accountability in the Friedrich-Finer debate." <i>Journal of Management History</i>, vol. 15, no. 1, p. 66-77. <p>Optional Reading:</p> <ul style="list-style-type: none"> ➤ Shafritz et al, ch. 12. ➤ Schiavo-Campo & McFerson, chs. 11 & 14. ➤ "Social Equity and Property Rights: Bringing Locke Back Into The Debate." <i>International Business Trends: Contemporary Readings, Academy of Business Administration</i>, 2004 edition, edited by Dr. Sam Fullerton and Dr. David Moore. Fall 2004. <p>➤ Assignment: Discussion #2 & Essay #1.</p>
<p>05</p>	<p>Thursday Sep 21st</p>	<p>Topic: Institutional Theory, and Organizational Theory & Behavior. Readings:</p> <ul style="list-style-type: none"> ➤ Shafritz et al, chs. 6 & 7. ➤ O'Leary, "From Silos to Networks," <i>Public Administration Evolving</i>, ch. 5. ➤ Yang, "From Administration to Management," <i>Public Administration Evolving</i>, ch. 6. <p>Optional Reading:</p> <ul style="list-style-type: none"> ➤ Sapolsky et al, "Organizing for defense," & "Managing defense," <i>US Defense Politics</i>, electronic copy available from the Newton Gresham Library. <p>Assignment: Video Lecture & Quiz #3.</p>

06	Thursday Sep 28 th	<p>Topic: Human Resource Management/Personnel Administration.</p> <p>Readings:</p> <ul style="list-style-type: none"> ➤ Shafritz et al, chs. 11. ➤ Lee & Reed, "From Paper to Cloud," <i>Public Administration Evolving</i>, ch. 8. ➤ Riccucci, "From Sameness to Differentness," <i>Public Administration Evolving</i>, ch. 9. <p>Optional Reading:</p> <ul style="list-style-type: none"> ➤ Schiavo-Campo & McFerson, chs. 7-8 ➤ Sapolsky et al, "Who fights America's wars?" <i>US Defense Politics</i>, electronic copy available from the Newton Gresham Library. <p>Assignment: Video Lecture & Quiz #4.</p>
07	Thursday Oct 05 th	<p>Topic: Budgeting and Public Finance.</p> <p>Readings:</p> <ul style="list-style-type: none"> ➤ Shafritz et al, chs. 13. ➤ Newland, "From Trust to Doubt: The Federal Government's Tough Challenges," <i>Public Administration Evolving</i>, ch. 3. <p>Optional Reading:</p> <ul style="list-style-type: none"> ➤ Schiavo-Campo & McFerson, ch. 6 ➤ Sapolsky et al, "The political economy of defense," <i>US Defense Politics</i>, electronic copy available from the Newton Gresham Library. <p>Assignment: Video Lecture & Quiz #5.</p>
08	Thursday Oct 12 th	<p>Topic: Public Program Evaluation.</p> <p>Readings:</p> <ul style="list-style-type: none"> ➤ Shafritz et al, ch. 14. ➤ Newcomer, "From Outputs to Outcomes," <i>Public Administration Evolving</i>, ch. 7. <p>Optional Reading:</p> <ul style="list-style-type: none"> ➤ Schiavo-Campo & McFerson, ch. 10 <p>Assignment: Video Lecture & Quiz #6.</p>
09	Thursday Oct 19 th	<p>Topic: Theories of Public Administration: Introduction, Political Control of Bureaucracy, and Bureaucratic Politics.</p> <p>Readings:</p> <ul style="list-style-type: none"> ➤ Frederickson et al, chs. 1 - 3. ➤ Allison, "Conceptual Models and the Cuban Missile Crisis". <i>American Political Science Review</i> 63(3), 1969. ➤ Woodrow Wilson, "The Study of Administration." <i>Political Science Quarterly</i>, vol. II, no. 2, July 1887, p. 197-222. <p>Optional Reading:</p> <ul style="list-style-type: none"> ➤ Collins, J (2005). <i>Good to Great and the Social Sectors</i>. Collins Press. ISBN: 978-0-9773264-0-2 ➤ Sapolsky et al, "Service Politics," <i>US Defense Politics</i>, electronic copy available from the Newton Gresham Library. <p>Assignments: Paper #2 Instructions, plus Theory Analysis Report each for chs. 1-3 in Frederickson et al, & Discussion #3.</p>

10	Thursday Oct 26 th	<p>Topic: Theories of Public Administration: Public Institutional Theory. Rational Choice Theory and Irrational Behavior, and Public Management.</p> <p>Readings:</p> <ul style="list-style-type: none"> ➤ Frederickson et al, chs. 4 – 5. ➤ Shafritz et al, ch. 8, p. 288-304, and ch. 9, p. 325-339. ➤ Frederickson et al, ch. 8. <p>Optional Reading:</p> <ul style="list-style-type: none"> ➤ Bittick, R M. 2004. "Institutional Credibility: Public Administrators and Costs of Transacting Business." <i>Review of Business Research</i>, Vol. 4, No. 1. ➤ Schiavo-Campo & McFerson, ch. 9. ➤ Sapolsky et al, "The weapons acquisition process," <i>US Defense Politics</i>, electronic copy available from the Newton Gresham Library. <p>Assignments: Paper #1 due, plus Theory Analysis Report each for chs. 4-5 & 8 in Frederickson et al, & Discussion #4.</p>
11	Thursday Nov 02 nd	<p>Topic: Theories of Public Administration: Postmodern Theory, Decision Theory, and Theory of Governance.</p> <p>Readings:</p> <ul style="list-style-type: none"> ➤ Frederickson et al, chs. 6-7 & 9. ➤ Review: Allison, "Conceptual Models and the Cuban Missile Crisis". <i>American Political Science Review</i> 63(3), 1969. <p>Assignment: Theory Analysis Report each for chs. 6-7 & 9 in Frederickson et al, & Discussion #5.</p>
12	Thursday Nov 09 th	<p>Topic: Conclusion: & A Bright Future for Theory?</p> <p>Readings:</p> <ul style="list-style-type: none"> ➤ Frederickson et al, ch. 10. ➤ Lee & Reed, "From Paper to Cloud," <i>Public Administration Evolving</i>, ch. 8. ➤ Guy & Rubin, "Looking Back, Moving Forward," <i>Public Administration Evolving</i>, ch.13. ➤ Francis Fukuyama, "America in Decay," <i>Foreign Affairs</i>, Sep/Oct 2014, vol. 93, Issue 5, p. 3-26. <p>Optional Reading:</p> <ul style="list-style-type: none"> ➤ Schiavo-Campo & McFerson, ch. 16. <p>Assignment: Discussion #6.</p>
13	Thursday Nov 16 th	<p>Topic: Leading Bureaucratic Reform.</p> <p>Readings:</p> <ul style="list-style-type: none"> ➤ Shafritz ch. 10 ➤ Gates, chapters 1-10. <p>Assignment: Complete Readings.</p>
14	Thursday Nov 23 rd	<p>Holiday – No class.</p>

15	Thursday Nov 30 th	Topic: Leading Bureaucratic Reform, continued. Readings: continue readings from Week 13. Assignment: Work on Class Paper.
16	Finals Week	Topic: Course Wrap-up. No Video Lecture Scheduled. Assignment: Paper #2 due.