

**PA 581: Dynamics of Public Administration
Fall, 2008**

LOCATION: **On-Line**
Instructor: Dr. Corliss Lentz
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The instructor reserves the right to amend the syllabus at any time.

PURPOSE:

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. The study of Public Administration has a much shorter history than other social sciences. Yet, it has a rich history of literature on the topic. It is necessary to understand the development of the discipline of Public Administration and how social change has affected its operation. We will study issues that include the internal workings of organizations and organizational relationships with citizens, with a focus on African governments.

This course integrates readings, lecture, written assignments and critical thought in a modular format. The emphasis of this class will be on relating the theories and history of Public Administration with current theories in practice. Students are expected to read the assignments before posting on the discussion boards. Students are also expected to actively participate in discussions of the assigned readings through the discussion boards.

Course Objectives:

- ✓ **Gaining factual knowledge (technology, classifications, methods, trends),**
 through reading course materials and class lectures.
- ✓ **Learning fundamental principles, generalizations, or theories.**
 through reading course materials and discussions with other students
- ✓ **Gaining a broader understanding and appreciation of intellectual/cultural**
activity,
 through readings and discussions.
- ✓ **Developing creative capacities through writing.**

XTS.

American Society for Public Administration. n.d. *Code of Ethics*. Available at http://www.aspanet.org/scriptcontent/index_codeofethics.cfm

Rubin, Irene. 2006. "Don't Feed the Crocodiles: Public Administration's Role in Restoring Democracy," 2006 Donald C. Stone Lecture, American Society for Public Administration's National Conference, April 3, Denver, available at <http://www.thepublicmanager.org/articles>, accessed 6 September 2006.

Shafritz, Jay M. and Albert C. Hyde. 2007. *Classics of Public Administration*, 6th Edition. Tompson/Wadsworth. ISBN 4811 0495501429.

Shafritz, Jay M. And E. W. Russell. 2007 *Introducing Public Administration*, 5th ed. Pearson/Longman ISBN: 9780495189565.

SHSU. n.d. Writing Center. Chicago/Turabian Citation available at http://www.shsu.edu/~wctr/handouts/Chicago_Citation.pdf

RECOMMENDED TEXT

Turabian, Kate et al. 2007. A Manual for Writers of Research Papers, Theses, and Dissertations, seventh edition.: Chicago Style for Students and Researchers. Chicago: University of Chicago Press ISBN: 0226823377

GRADING:

The final grade will be calculated with the following weights:

Final Examination.....	200
Research paper.....	200
Four reflective essays @75 points each.....	300
Short Public vs. Private Essay.....	25
Turabian exercise	75
Evaluation of Discussion Board postings	<u>100</u>

Total points 900

A=810- 900, B=720-809, C=630-719, F=629 and below.

EXAMINATIONS: The final exam will be a combination of short answer and essay questions. It is worth 200 points.

WRITING ASSIGNMENTS: There were be seven writing assignments—a style exercise, 5 essays on the class readings and one larger research paper.

Turabian exercise:

You need to obtain the most recent edition of Turabian to complete this exercise. The Department uses The Chicago Style as its official style manual. Your capstone paper and other papers written in the program must use this style. The Turabian manual is the most easy to use (Turabian actually invented the Chicago Style), but you can also use the SHSU sheet prepared by The Writing Center. The writing sheet, however, is brief and may not cover all the types of sources you might use. Module 2 has a worksheet that you need to prepare and return to me. The worksheet goes through almost every type of citation that you might use for your Capstone. Keep the worksheet handy for reference as you write your papers. This is due 7 September. This assignment is worth 75 points.

Essay on the Differences Between Public and Private Management:

This assignment is a short 2 page essay that explores the differences in public vs. private management. Often people assume that a person with an MBA is right for a government job. However, public and private institutions have very different goals, motivations and accountability issues. This essay should explain those differences so you can respond intelligently to the next person that thinks your MPA is equivalent to an MBA. This assignment is due 29 September.

Reflective Essay #2

This essay should be 2 pages. Module 5 lists the instructions for the essay. It is worth 25 points.

Reflective Essays 1, 3, 4, and 5: These four essays are due throughout the semester. The paper topics

are assigned and are reflective of the class readings. You do not need to do outside reading for these assignments. There should be enough material in the assigned readings to answer the questions adequately. Each paper should be typed and be about 5-7 pages. Each paper is worth 75 points.

Essay #1 due 22 September: What is the role of ethics in the history of public administration?

Essay #2 due 29 September The Differences between public and private management.

Essay #3 due 14 October: How important is it for administrators of one level of government to work with administrators of other levels of government?

Essay #4 due 10 November: How can an administrator use organization theory and behavior to become a more effective leader?

Essay #5 due: 1 December: What is social equity? How can an administrator with limited financial resources promote social equity in society?

Discussion Boards

This is a peer reviewed assignment. I have set up **two discussion boards** on BlackBoard so that you can post comments related to the questions that I pose. You need to start at least one discussion thread and respond to the threads of at least 2 of your classmates. I want you to make detailed postings. “Yes, I agree with that” is not a sufficient posting and will not count. You will read each others posting and evaluate them using the form I am posting on BlackBoard. You will send each of your students a copy of your evaluation of their postings and send a copy of each to me. **Remember to only post one evaluation on a page for the students in order to maintain their privacy regarding your comments.**

Your grade will be based solely on the evaluation of your peers. Each of you will review the posting of all students and fill out the evaluation form for each student. You will send the completed form to each student and to me. I will compile your grade based on the evaluation of your peers and post it on BlackBoard. Each discussion board is worth 50 points.

Discussion Board #1 Open Oct. 6-10. Reread the Maslow article. Discuss how Maslow’s hierarchy of needs might be applicable in the policy making process. What kinds of scenarios do you think it best applies? Or is the hierarchy no longer relevant in the 21st century?. **Evaluations are due Oct. 13.**

Discussion Board #2 Open Oct. 20-23: Examine the questions: What are the differences between organizational theory and organizational behavior? Should a manager change the culture of an organization? How can a manager affect culture change in an organization? **Evaluations are due October 27, 2008.**

Research Paper:

You will write a research paper on a major Public Administration topic. The textbook will give you numerous topics to choose from. Choose a topic that is narrow enough that you can do an in depth study of the topic. Issues could involve financial management, personnel, or ethics. As you read the assigned materials you should get some ideas. Grading will be based on the importance of the problem, quality of the body of the paper, and use of appropriate works (citations). Your paper should be 18-20

pages, not counting the references or appendices and typed in 12 point font. Refer the handout I've put on BlackBoard for more information on how to prepare your paper.

You should use at least 15 different sources. At least 10 of the sources should be from professional sources. Professional sources are government publications and professional journals or documents provided by a government agency. Be sure that all of the sources cited are included in the references and that they MATCH citations in the body of the paper. The research paper assignment is worth 200 points.

ACADEMIC DISHONESTY:

I follow Sam Houston State University's academic dishonesty policy. The policy for my home university is available at

(<http://www.shsu.edu/administrative/faculty/sectionb.html#dishonesty>)

Students engaged in any of the above will receive a grade of 0 on the examination or paper in question.

COURSE OUTLINE OF DISCUSSION TOPICS AND RELATED READINGS

Module 1

Aug. 25 Introduction to Course and the Chicago Manual of Style
Review Chicago/Turabian Style sheet from The Writing Center
Begin working on the Turabian assignment, posted in Module 1

Module 2

Sept. 1 Labor Day - work on Turabian Assignment
Read for next time: Shafritz and Russell: Ch. 1 pp. 1-36 and Ch. 2, p p. 37-82
Shafritz and Hyde: #1, Woodrow Wilson, p. 16; # 6, Max Weber,
p. 43

Module 3

Sept. 8 **Classical Study of Bureaucracy**
Read for next time: Shafritz and Russell: Ch.5, pp. 174-217
ASPA Code of Ethics

Turabian Assignment Due Sept 8 @ 6:00 p.m.

Module 4

Sept 15 **Introduction to Ethics**
Read for next time: Shafritz and Russell: Ch. 3, pp. 83-130

Module 5

Sept. 22 **Values and Accountability in Public Administration**

Essay #1 due September 22, @ 6:00 p.m.

Topic: What is the role of ethics in the history of public administration?

Module 6

Sept. 29 **Reinventing Government**

Read for next time: Shafritz and Russell: Ch. 4, pp. 131-173

Essay #2 due September 29, @ 6:00 p.m.

Module 7

Oct. 6 **Intergovernmental Relations—working with others**

Read for next time: Shafritz and Russell: Ch. 6, pp. 215-258
Shafritz and Hyde: #9, Gulick, p.79; # 14, Maslow, p. 111

Discussion Board #1 Open Oct. 6-10. Reread the Maslow article. Discuss how Maslow's hierarchy of needs might be applicable in the policy making process. What kinds of scenarios do you think it best applies? Or is the hierarchy no longer relevant in the 21st century?.

Module 8

Oct. 13 **Organizational Theory**

Read for next time Shafritz and Russell: Ch. 7, pp.259-304
Shafritz and Hyde: #27, Downs, p. 239; #4, Taylor, p. 36

Discussion Board #1 Evaluations: Due October 13, 2008 by 6:00 p.m.

Essay #3 due October 13, 2008 by 6:00 p.m.

Topic: How important is it for administrators of one level of government to work with administrators of other levels of government?

Module 9

Oct. 20 **Organizational Behavior**

Read for next time: Shafritz and Russell: Ch 8, pp. 305-337; Ch. 9, pp. 338-369

Discussion Board #2 Open Oct. 20-23: Examine the questions: What are the differences between organizational theory and organizational behavior? Should a manager change the culture of an organization? How can a manager affect culture change in an organization?

Module 10

Oct. 27 **Strategic Management**

Read for next time: Shafritz and Russell: Ch. 10, pp. 370-295
Shafritz and Hyde:# 48, Ott. p. 479

Discussion Board #2 Evaluations: Due October 27, 2008 by 6:00 p.m.

Module 11

Nov. 3 **Leadership**

Read for next time Shafritz and Russell: Ch. 11, pp.396-441

Module 12

Nov. 10 **Personnel Management**

Read for next time Shafritz and Russell: Ch. 12, pp. 442-479

Essay #4 due Nov. 10, 2008 by 5:00 p.m.

Topic: How can an administrator use organization theory and behavior to become a more effective leader?

Module 13

Nov. 17 **Social Equity**

Read for next time: Shaftiz and Russell: Ch. 13, pp. 480-521

Module 14

Nov. 24 **Financial Management: Research Paper Due**

Read for next time: Shafritz and Russell: Ch. 14, pp. 522-552

Shafritz and Hyde: #34, Pressman and Wildavsky, p. 319

Essay #5 due Nov. 24, 2008

Topic: What is social equity? How can an administrator with limited financial resources promote social equity in society?

Module 15

Dec. 1 **Evaluation**

Research Papers Due Dec. 1, 2008 by 6:00 p.m.

Module 16

Dec. 7 **Final Examinations Due Dec. 7, 2009 by 6:00 p.m.**

Dec. 15 Meet to Eat @6:00