Course Description

An introduction to the concepts, theories, literature, legal aspects, and practices of public administration and management. Topics include administrative behavior; program planning, management and evaluation; decision-making; structure and processes of organizations; and ethics.

Learning Objectives

The goal of this course is to introduce you to the numerous aspects or subfields that comprise the study of public administration and democratic governance within the public sector. At the completion of this course students will be able to:

- Explain their working definition of the practical and academic field of public administration
- Describe the foundation of the intellectual roots of public administration
- Discuss the various managerial and policy aspects of public administration as a discipline
- Assess the application of public administration concepts and issues through the use of case studies

Major Course Requirements

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Percentage</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekly Articles and Presentations</td>
<td>20%</td>
<td>200</td>
</tr>
<tr>
<td>Literature Review Essay and Presentation</td>
<td>30%</td>
<td>300</td>
</tr>
<tr>
<td>Mid-Term Exam</td>
<td>20%</td>
<td>200</td>
</tr>
<tr>
<td>Final Exam</td>
<td>30%</td>
<td>300</td>
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</tbody>
</table>

Grading

- A (900-1000 points)
- B (800-899 points)
- C (700-799 points)
- D (600-699 points)
- F (000-599 points)

Strong writing skills are very useful for effective public administrators. Likewise, public administrators must possess excellent oral communication/oral presentation skills. The following exercises have been assigned to assist you in honing these prerequisites for effectual public service:

- Weekly Articles and Presentations (20 points each; 200 points total): Each week this course discusses a relevant topic in Public Administration. Along with the assigned readings the student is responsible to bring and discuss a scholarly article written in the last three years on the topic for the evening. A brief summary of the article should type-written and approximately 2 pages in length, not including the title page and bibliography. The summary should include the subject of the article, the main hypotheses, the variables discussed, and the conclusions drawn. Additionally, the student should explain how the article relates to the evening’s topic. Articles must be turned in on the day of class. Late articles will not be accepted.

- Literature Review Essay and Presentation (300 points): The literature review essay is designed to help
the student achieve all four course objectives in one assignment while developing the writing, oral, and research skills necessary for public service. The student is to select a topic in the area of public administration in which he or she has a practical interest. Prepare a literature review utilizing recent (1994-present) databases and periodical indices, as well as browsing of the most current journal issues. Select at least 10 full-length scholarly articles. This assignment is not a descriptive "term paper" about the topic chosen, but rather an examination of the literature on the problem. Do not simply describe the problem, but instead focus on how it is analyzed. That is, emphasize what you think about the literature more than your views on the problem itself. What is (and is not) discussed, how well, and why? Using this approach, the paper must state the nature and importance of the literature on the issue (one page), review themes found in literature (most of the paper), and articulate conclusions (about 2-3 pages). The final paper should be approximately 10 -12 pages in length, not including the title page or bibliography, and will be due on December 1. Papers should be turned in with 1 inch margins, double-spaced, Times New Roman, and 12-pt font. Citations and note style should be consistent throughout, using Chicago Manual of Style 16th Edition (Author-Date referencing). Papers should be of professional quality, thoroughly proofread, and clear of spelling and grammatical errors. A small portion of the grading of the final paper will be on your presentation (50 points) and should be limited to approximately 10 minutes (this may change depending upon how many students are enrolled in the course). Presentation will be graded on content and professionalism. Content should include an introduction to your topic and a concise but thorough overview of the examination. Final paper to include presentation will be worth 30 % (300 points) of your overall grade.

- Mid-Term Exam (200 points): The mid-term exams will be essay and short answer, covering the key themes and materials up to this point in the class.

- Final Exam (300 points): The final exam will be essay and short answer, covering the key themes and materials from the entire class with emphasis on the second half of the class.

**Required Readings**


Articles as they are posted on Blackboard

**Recommended or Supplemental Reading**


**Course Policies**

*Attendance/tardiness*

Attendance is vital to the success of this course as material presented in lectures and discussed in class may not always appear in the assigned texts. Attendance will be taken during the class. Students who miss more than three classes without a documented excuse (medical or family emergency) will lose two percentage points from their final grade per additional class that they miss. Attendance means attending the entire class! It means paying attention, taking notes, etc. It DOES NOT MEAN reading the newspaper, completing assignments for other courses, or engaging in any activity not directly related to
the day’s topic. Students who do not attend the whole class or who engage in such inappropriate 
behavior as described above will not receive attendance credit for that class. Students should make every 
effort to arrive 5 minutes before the start of class.

Late Work and Make-up Exams

Excused later papers will be allowed only for significant and verifiable personal emergencies (serious 
personal illness, etc.). Unexcused late assignments will be penalized a half of a full letter grade for each 
day it is late. (For example, after 2 days a paper goes from an A to a B). Please contact the instructor if 
you will not be able to complete an assignment on time. If you are not able to attend class, you still must 
turn in the assignment via e-mail by the due date. No un-penalized extensions will be granted due to 
pressures of academic life (such as work due in other classes). Make-up exams will not be permitted 
except in cases of genuine medical emergency, upon production of appropriate documentation, and with 
the consent of the instructor. There will be no extra credit in this course.

Cell Phone/Electronic Device Usage

Over the past two decades there has been a dramatic expansion in electronic mail, cell phones and 
PDAs. While these devices are helpful they have also created some communications issues with which 
we are all familiar. First, when writing e-mails regarding issues or assignment with regard to this class, 
please utilize the messages function in Blackboard. Please be aware that I access Blackboard every 
weekday to answer e-mails, provide feedback to students and answer questions. If you do send e-mails 
in the evening, please be aware that they may not be read and no response provided until the next day at 
the earliest. Finally, do not assume that I have received an e-mail because you sent one. There are 
numerous system problems in software and in Internet Service Providers that can mean that e-mails do 
not reach their intended destination. I will acknowledge e-mail when I receive it.

Important information for this course will be distributed via Blackboard. Class readings, discussion 
forums, and additional course resources are available on the Blackboard site for this course. It is your 
responsibility to monitor your Blackboard account regularly to obtain these materials.

PLEASE KINDLY TURN ALL CELL PHONES AND PDAS OFF FOR THE DURATION OF THE 
CLASS. CELL PHONE CALLS IN OR OUTSIDE OF CLASS ARE EXPRESSLY FORBIDDEN 
DURING EXAMINATIONS.

Academic Integrity/Plagiarism

University students are expected to conduct themselves in accordance with the highest standards of 
aademic honesty. Academic misconduct for which a student is subject to penalty includes all forms of 
cheating, such as illicit possession of examinations or examination materials, falsification, forgery, 
complicity or plagiarism. (Plagiarism is the presentation of the work of another as one’s own work.) In 
this class, academic misconduct or complicity in an act of academic misconduct on an assignment or 
test will result in an automatic F for that assignment/test.

Dropping a Class

I hope that you never find it necessary to drop this or any other class. However, events can sometimes 
occur that make dropping a course necessary or wise. Please consult with me before you decide to drop 
to be sure it is the best thing to do. Should dropping the course be the best course of action, you must
initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class. November 7 is the last day to drop a class with an automatic grade of “W” this term.

Preferred Methods of Scholarly Citations

For written assignments, please use standard fonts (Times New Roman, 12 pt), 1-inch margins, and double-spacing. Citations and note style should be consistent throughout, using Chicago Manual of Style 16th Edition (Author-Date referencing). Papers should be of professional quality, thoroughly proofread, and clear of spelling and grammatical errors. References or sources of information for papers must consist of scholarly articles or journals, government reports or legal citations, or the readings for the class. The use of Wikipedia or other Internet encyclopedia for any paper is not acceptable for graduate level work and will not be accepted.

A quick guide to the Chicago Manual of Style 16th Edition can be found at the following:
http://libguides.wwu.edu/content.php?pid=123723&sid=1063051

Classroom/Professional Behavior

Texas A&M University-Corpus Christi, as an academic community, requires that each individual respect the needs of others to study and learn in a peaceful atmosphere. Under Article III of the Student Code of Conduct, classroom behavior that interferes with either (a) the instructor’s ability to conduct the class or (b) the ability of other students to profit from the instructional program may be considered a breach of the peace and is subject to disciplinary sanction outlined in article VII of the Student Code of Conduct. Students engaging in unacceptable behavior may be instructed to leave the classroom. This prohibition applies to all instructional forums, including classrooms, electronic classrooms, labs, discussion groups, field trips, etc.

Statement of Civility

Texas A&M University-Corpus Christi has a diverse student population that represents the population of the state. Our goal is to provide you with a high quality educational experience that is free from repression. You are responsible for following the rules of the University, city, state and federal government. We expect that you will behave in a manner that is dignified, respectful and courteous to all people, regardless of sex, ethnic/racial origin, religious background, sexual orientation or disability. Behaviors that infringe on the rights of another individual will not be tolerated.

Grade Appeals

As stated in University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at http://www.tamucc.edu/provost/university_rules/index.html. For assistance and/or guidance in the grade appeal process, students may contact the Dean’s office in the college in which the course is taught or the Office of the Provost.
**Disabilities Accommodations**

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at (361) 825-5816 in Corpus Christi Hall 116.

If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.

**Statement of Academic Continuity**

In the event of an unforeseen adverse event, such as a major hurricane and classes could not be held on the campus of Texas A&M University–Corpus Christi; this course would continue through the use of Blackboard and/or email. In addition, the syllabus and class activities may be modified to allow continuation of the course. Ideally, University facilities (i.e., emails, web sites, and Blackboard) will be operational within two days of the closing of the physical campus. However, students need to make certain that the course instructor has a primary and a secondary means of contacting each student.
1. Course Review and Introduction

September 8  Course overview and introductions

September 15  The Nature of Public Administration
   Starling (Chapter 1)
   Ashworth (September: Relations with a governing board)
   (October: More on governing boards)
   (November: Bona fide bureaucratic behavior)

Weekly article #1

2. Political Management

September 22  The Political-Legal Environment of Administration
   Starling (Chapter 2)
   Ashworth (October: Working with politicians)

Weekly article #2

September 29  Intergovernmental Relations
   Starling (Chapter 3)
   Ashworth (November: Working with the press)

Weekly article #3

October 6  Administrative Responsibility and Ethics
   Starling (Chapter 4)
   Ashworth (February: Ethics and morality in public service)
   (May: The kinds of pressures and influence used on you)

Weekly article #4

October 13  Mid-term exam

3. Program Management

October 20  Planning and Decision-making
   Starling (Chapters 5 & 6)
   Ashworth (December: Learning from your boss)
   (April: Taking the initiative, or risk taking inside government)

Weekly article #5

October 27  Organizing and Leading
   Starling (Chapters 7 & 8)
   Ashworth (March: Subordinate leadership, getting help from above)
   (March: A few thoughts on leadership)
Weekly article #6

November 3  Implementation
Starling (Chapter 9)

Weekly article #7

4. Resources Management

November 10  Human Resources Management
Starling (Chapter 10)
Ashworth (January: Dealing with unpleasant and difficult people)
   (February: More on unpleasant people)
   (December: "Walking with kings")
   (January: Delegating, or working for your subordinates)

Weekly article #8

November 17  Public Financial Management
Starling (Chapter 11)

Weekly article #9

November 24  Information Management
Starling (Chapter 12)
Ashworth

Weekly article #10

December 1  Turn-in paper; student presentations

December 8  Final exam

NOTE: Every attempt will be made to follow the guidelines outlined in this syllabus as closely as possible. However, I reserve the right to change the course from the guidelines outlined in this syllabus (e.g., the schedule of topics, etc.) if circumstances require it.

(Current as of: June 17, 2014)