**Reinhardt University**



**Executive Command & Leadership (ExCL) Program**

**MPA 600: Public Administration and Policy**

**P.O.S.T. Course Code: AQP03G**

**COURSE SYLLABUS**

**Instructor: Dr. Duanne Thompson**

**Office location: 7300 Reinhardt Circle Waleska, Ga.**

**Office hours: By Appointment**

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**Office phone number: 404-304-6641**

**Textbook**: Kettl, D. F. (2021). *The politics of the administrative process* (8th ed.). Washington, DC: Sage ISBN 978-1-5443-7434-5

**Credit hours: 3 semester hours**

**COURSE DESCRIPTION:**

This research seminar explores the nexus of public administration and democracy. This course focuses on public administration with an emphasis on its place in and relationship to the political setting. We will examine the inevitable tension and value conflicts that exist between public agencies, managed by unelected civil servants, and the political environment in which they operate. While the subject is treated in the American context, coverage is not exclusively directed to any one level of government; national, state and local administrations are included.

This course provides a survey of the Public Administration field and emphasizes the historical events and reform movements that have helped to shape it. A major theme of the course is that the informed and skillful practice of Public Administration is enhanced by an understanding of the political context in which it occurs. Furthermore, the course probes how this context affects the possibilities and constraints within which administrators must work.

Students are introduced to the concepts and practices of Public Administration from the standpoint of the American institutional framework and intellectual development of the field. The leading figures in the study and practice of Public Administration are identified, different policy areas are examined, and functional specialties such as personnel administration, decision-making, budgeting and finance, public management, and the public policy process are explored.

This course is designed to assist students in understanding the larger significance of the practice of public administration. In a related fashion, the course is aimed at encouraging participants to improve their abilities to analyze, and operate within, the institutional matrix of modern public management with respect for and sensitivity to democratic principles.

**MPA PROGRAM LEARNING OUTCOMES (PLOs):**

Upon completion of the Master of Public Administration degree, the individual student should possess the following qualities, abilities, and skills:

**PLO 1:** Graduates will identify and analyze the intellectual history of American public administration, the competing ideological frameworks, and the major issues or controversies in the public service that have emerged over time.

**PLO 2:** Graduates will be able to explain the unique political and legal environment in the public and nonprofit sectors and its human management implications as well as describe and evaluate the similarities and differences in intergovernmental and intragovernmental leadership, management and policy challenges.

**PLO 3:** Graduates will analyze and interpret data and policy formation, using various research methodologies and statistical techniques to demonstrative effective critical thinking skills and reasoning abilities to make recommendations for decision making and public policy creation.

**PLO 4:** Graduates will define and discuss the public policy process at the federal, state and local levels as well as identify and evaluate the effectiveness of the theories of public policy making.

**PLO 5:** Graduates will recognize and analyze ethical dilemmas and apply public administration’s code of ethics to decisions and value conflicts unique to public service.

**COURSE LEARNING OUTCOMES (CLOs):**

* Students will be able to demonstrate a mastery of skills and appreciation of the intellectual history of American Public Administration, competing ideological frameworks and major issues or controversies that have emerged over time (PLO 1; PLO 5).
* Students will be able to identify and discuss the Politics-Administration dichotomy (PLO 1).
* Students will be able to identify and evaluate the intellectual development and effectiveness of the subfields within American Public Administration (PLO 1).
* Discuss Taylor's Scientific Management (PLO 1; PLO 4).
* Discuss McGregor's Theory X and Y (PLO 1; PLO 4).
* Discuss Maslow's Hierarchy of Needs (PLO 1; PLO 4).
* Discuss information regarding media releases, etc (PLO 1).
* Students will be able to evaluate and analyze critical questions or problems currently facing the field of public administration and policy (PLO 3; PLO 5).
* Discuss the evolution of American management methodology (PLO 3).
* Explain the contributions of the Hawthorne experiments (PLO 1).
* Discuss the assumptions and major lessons of the human resource approach to management (PLO 1; PLO 2).

**CREDIT HOUR STATEMENT**

Courses offered in an 8-week session are twice as intensive as those held during a traditional full semester. In addition to the 40 hour residency component, students should expect to spend a minimum of 11 hours each week interacting with course content through a combination of direct instruction and out of class student work.  Examples of direct instruction may include viewing or reading course lectures, engaging in class forum discussions with the course instructor and other students, viewing or reading supplementary online content required by the instructor, completing online assignments, and reading instructor announcements related to course material and instructor feedback.  Examples of out of class student work may include reading the assigned course textbook, doing independent library research, completing essay assignments, developing more extensive research papers, and preparation for examination or quizzes.

**ONLINE ATTENDANCE AND WITHDRAWAL POLICY**

Apart from the 40 hour face-to-face residency component, students must meet weekly online attendance requirements. An online week is defined as being Monday 12:00 AM (EST) through Sunday at 11:59 PM (EST). Deadlines for attendance are based on Eastern Standard Time.

A student will be considered in attendance for a given week of online instruction if he or she participates in the course through the submission of a required assignment or participates in a required activity or interaction with the faculty member.

**Initial Course Participation**

A student who fails to participate during the first 8 calendar days of a course shall be administratively dropped from the course.

**Ongoing Course Participation**

Ongoing course participation is satisfied through the continued completion of weekly online course room activities. Students who do not participate in a course for 7 or more consecutive days are not satisfying ongoing course participation.

Students who are not satisfying the ongoing course participation requirement shall be notified by a University representative via University email. The student must resume participation in the course within 3 calendar days following the sending of the notification.

Students who do not resume participation in the course will be administratively withdrawn from the course and be issued a grade of “W” or “F”.

A grade of “W’ will be issued if an administrative or voluntary withdrawal occurs before 11:59 PM on Monday of the fifth week of the course.

A grade of “F” will be issued if an administrative or voluntary withdrawal occurs after 11:59 PM on Monday of the fifth week of the course.

Students may be impacted academically and financially in the case of voluntary and administrative withdrawals. It is the student’s responsibility to understand these implications.

**GEORGIA P.O.S.T. COUNCIL UNIFORM ACADEMY REGULATIONS**

The ExCL program consists of career development courses and is defined as specialized training by the Georgia Peace Officer Standards and Training Council. Individual courses shall be administered in accordance with the rules and regulations of the Georgia P.O.S.T. Council.

Georgia P.O.S.T. Uniform Academy Regulation 9.2.1 / 9.2.2

Due to the comprehensive building-block nature of specialized courses, it is vital that students attend the entire course.

Any student who fails to attend a minimum of 90% of the mandatory 40 hour residency component for this course will not be eligible for Georgia P.O.S.T. training credit. The residency component shall consist of 40 hours. Students who fail to attend a minimum of 90% of the residency component and subsequently attend this course at a later date shall be required to attend and successfully complete the entire course. This shall include completion of blended independent/interactive online assignments and the mandatory residency component.

Georgia P.O.S.T. Uniform Academy Regulation 9.1.3

Students shall not be provided with an opportunity to re-test on written examinations or quizzes.

Georgia P.O.S.T. Uniform Academy Regulation 9.1.4

Students who fail to demonstrate required skills on an assignment classified as a performance examination shall not be provided with structured remediation nor be retested. This regulation will not apply to assignments classified as practical exercises.

Georgia P.O.S.T. Uniform Academy Regulation 9.1.6

Students must achieve a final cumulative average of 80% or higher in this course to receive Georgia P.O.S.T. training credit for attendance. Students who fail to achieve the minimum final cumulative average and subsequently attend the course at a later date shall be required to attend and successfully complete the entire course. This shall include completion of blended independent/interactive online assignments and the mandatory residency component.

**Course Expectations and Evaluation**

This is a course based primarily on in-class discussion so class attendance is required. Class participation is absolutely critical in the success of the students. Students are expected to have read the material and participate in meaningful conversation and offering of opinion on the subject matter covered in each class.

It is expected that previous courses the students have taken in the MPA program will be used in the format of contributing to class discussions and written assignments.

The course will include quizzes, in-class activities, a case study review/presentation, a written paper consisting of 7 to 10 pages, and an in class final exam.

Classes will include lectures, guest lectures, class discussion, and at times group activity on cases covered in class. Further, the course will include the review of Codes of Ethics for the State of Georgia, for local governments, non-profits, and for various professional organizations. A review of recent ethic abuse cases will also be included.

**Quality of Student Work :** Use of proper grammar, correct spelling, and writing principles are expected in all work. Full credit will not be granted for work that contains grammar or spelling errors.

**EVALUATION & GRADING:**

The following grading scale will be utilized in the determination of the student’s course grade:

Percentage of Points Earned Corresponding Letter Grade

90 to 100% A

80 to 89% B

70 to 79% C

60 to 69% D

0 to 59% F

**Grade Evaluation**

1. Participation and Class Attendance 25%

2. Group activity 25%

3. Case study review/presentation 20%

4. Final Examination 15%

5. Research Paper 15%

Knowledge of the material presented in this course will be evaluated based on the satisfactory completion of all coursework.

Reading Assignments: Students must complete assigned textbook readings

for each week prior to participating in the mandatory residency component.

Participation & Attendance Students must attend 90% of the residency and meet weekly online participation requirements. The students must also

participate in classroom exercises which include, but limited to impromptu speaking, providing direct feedback to fellow students during presentations, topic preparation for class discussion, etc.

Group Activity: Group activities will consist of students exploring a specific topic covered in class. Each group will present a supportive or opposition argument based on evaluation of the topic. Students will debate the problem between the groups in an open forum in the classroom. Topics will be chosen at random by the instructor.

Case Study: Case studies will be used to enhance student learning. Students will be provided scenarios related to the topics of instruction and they will research and present the findings to the class. Topics will be chosen at random by the instructor.

Final Examination: The final exam will consist of a minimum of 50 questions that covers the topics of the class. The exam will consist of multiple choice, true/false, and short essay questions. The exam will be administered on the last day of the residency.

Research Paper:                       Students will prepare an APA styled research paper that addresses the overall fundamentals of Public Administration. The paper will addresses the intellectual history of American public administration, competing ideological frameworks, and major controversies in public services over the years. Students will also be required to complete a research prospectus and annotated bibliography as part of the research paper requirement.

**ACADEMIC INTEGRITY:**

All assignments must be completed by the student. Students are expected to read and adhere to the Academic Integrity section of Reinhardt University’s Academic Catalog. Cases of academic dishonesty may result in expulsion from the University, a failing grade for the course, or a failing grade for the assignment.

The Georgia P.O.S.T. Council requires Reinhardt University to thoroughly investigate any reports of cheating or academic dishonesty. The University is required to submit a detailed final report to the Council once a response to a report of cheating or academic dishonesty has been determined. Instances of cheating or academic dishonesty may lead to individual sanctioning by the Georgia P.O.S.T. Council.

The following are recognized as unacceptable forms of academic behavior at Reinhardt University:

1. Plagiarizing, that is presenting words or ideas not your own as if they were your own. The words of others must be enclosed in quotation marks and documented. The source of the distinctive ideas must also be acknowledged through appropriate documentation. (NOTE: Strictly adhere to APA citation and referencing guidelines to avoid this).
2. Submitting a paper written by another student or another person as if it were your own.
3. Submitting a paper containing sentences, paragraphs, or sections lifted from another student’s work or other publication; there must be written documentation.
4. Submitting a paper written by you for another course or occasion without the explicit knowledge and consent of the instructor.
5. Fabricating evidence or statistics that supposedly represent your original research.
6. Cheating of any sort on tests, papers, projects, reports, etc.
7. Using the internet inappropriately as a resource. See 3 above.

**Online Academic Support Services**

 Reinhardt University offers academic support services for online students through BrainFuse HelpNow.  Services include access to live tutors, writing lab assistance, and study center resources.  These resources are offered at no additional charge and are available on demand at:   <http://www.brainfuse.com/highed/helpNow.asp?a_id=68F429E2&ss=&r>=

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 have a documented disability requiring an accommodation, please contact the Academic Support Office (ASO).

Reinhardt University is committed to providing reasonable accommodations for all persons with disabilities. Therefore, if you are seeking classroom accommodations under the Americans with Disabilities Act, you are required to register with the Academic Support Office (ASO). ASO is located in the basement of Lawson Building. Phone is 770-720-5567. To receive academic accommodations for this class, please obtain the proper ASO letters/forms.

**NON-DISCRIMINATION STATEMENT:**

Reinhardt University does not discriminate in any of its policies, programs, or activities on the basis of race, color, age, culture, national origin, socioeconomic status, gender, religious belief, sexual orientation, physical (dis)ability or genetic information.

**PROJECTED LEARNING SCHEDULE:**

**WEEK #1 (01/11-01/17 )**

**Students shall read the following chapters, complete an online discussion, and begin working on a research prospectus/annotated bibliography:**

**Chapter 1: Accountability**

**Chapter 2: What Government Does – And How it Does it**

**WEEK #2 (1/18-1/24)**

**Students shall read the following chapters, complete an online discussion, and begin working on a research prospectus/annotated bibliography:**

**Chapter 3: What is Public Administration?**

**Chapter 4: Organizational Theory**

**WEEK #3 (1/25-1/31)**

**The prospectus for the research project is due during week 2. Students shall read the following chapters, complete an online discussion and continue working on the annotated bibliography:**

**Chapter 5: The Executive Branch**

**Chapter 6: Organizational Problems**

**WEEK #4 (2/1-2/7)**

**Students shall read the following chapters, complete an online discussion and continue working on the annotated bibliography:**

**Chapter 7: Administrative Reform**

**Chapter 8: The Civil Service**

**Chapter 9: Human Capital**

**WEEK #5 (2/8-2/14)**

**Students shall read the following chapters, complete an online discussion and continue working on the annotated bibliography:**

**Chapter 10: Decision Making-Rationality & Risk**

**Chapter 11: Budgeting**

**Chapter 12: Implementation & Performance**

**WEEK #6 (2/15-2/21)**

**Students shall read the following chapters, complete an online discussion and continue working on the annotated bibliography:**

**Chapter 13: Regulation and the Courts**

**Chapter 14: Accountability and Politics**

**WEEK #7 (2/22-2/28)**

**Mandatory 40 hour residency component. The final draft of the research prospectus and annotated bibliography is due during the residency week.**

**WEEKS #8 (3/1-3-7)**

**Complete and submit complete final research paper.**

**RESEARCH COMPONENT INFORMATION DETAILED REQUIREMENTS**

Students will conduct a scholarly literature review for the research component of this course. A literature review requires reading, summarizing and commenting on recent scholarship pertaining to a particular topic or issue. The research paper will be 7 to 10 pages in length with a minimum of 10 scientific references. Through independent research of scholarly sources, students will prepare a literature review that addresses the following:

* Identify and analyze the intellectual history of American public administration
* Identify and analyze the competing ideological frameworks with public administration
* Analyze the major issues or controversies in the public service that have emerged over time

Students will also be required to complete a research prospectus on their topic for approval by the instructor. The prospectus will be 150 to 300 words outlining the topic and focus of the research paper. Any scientific resources already gathered should be included with the prospectus. The prospectus will be due during the second week of class.

**Annotated Bibliography Requirements:**

An annotated bibliography serves to prepare students for a research project. The process requires students to read source information and critically evaluate information. This assignment serves to ensure that students are working towards the development of their literature review and allows the instructor an opportunity to provide feedback on student progress and the acceptability of sources.

An annotated bibliography guide is available for review in your Eagle Web course room. If you are not familiar with how to write an annotated bibliography there are many examples and instructions on how to do so on the internet; you will need to conduct research on this area.

The annotated bibliography will account for 20% of the research paper grade in this course.

**The completed annotated bibliography must be submitted to the instructor no later than Thursday of the residency week. Students are to upload the submission to the annotated bibliography file found in the coursework section of Eagle Web course room.**

The annotated bibliography must meet the following requirements:

* Must be submitted as a Microsoft Word document to allow for grading and instructor feedback. The instructor reserves the right to assign a grade of zero for any submission that does not adhere to this requirement. Students may obtain a free version of Microsoft Word through Reinhardt University.
* Consist of a minimum of (10) scholarly sources (i.e. academic journals, professional publications, etc.). Websites will not be accepted. Submissions that do not consist of a minimum of (10) sources will not be graded and will be assigned an automatic grade of “F”.
* The bibliographic information of the source must be written in APA 6th edition format
* Annotations for each source must be written in paragraph form and consist of a 150-200 word summary. The summary must explain the main points/ideas found in the source. The summary must also include a statement that evaluates the quality of the item and explains how the source is related to the research topic, and how the information will be used in the final paper.
* Your annotated bibliography will be graded based on the annotated bibliography grading rubric found in Eagle Web.

WHERE TO FIND REFERENCE MATERIAL:

* Google Scholar (not the regular Google) <http://scholar.google.com/schhp?hl=en>
* Online through GALILEO <http://www.galileo.usg.edu/>
* Reinhardt University’s Library: <http://library.reinhardt.edu/>
* The National Criminal Justice Reference Service provides

publications in electronic format: <http://www.ncjrs.gov/>

* U.S. Department of Justice: <http://www.justice.gov/publications/publications_a.html>
* Bureau of Justice Statistics has electronic publications:

<http://bjs.gov/>

* Office of Juvenile Justice and Delinquency Prevention: <http://www.ojjdp.gov/>

**NOTE: A link is provided in the Eagle Web course room under book marks called Noodle Tools. This free feature will assist you in development of an annotated bibliography.**

**Literature Review Requirements (Research Paper):**

Your completed literature review will account for 80% of the research paper grade in this course. It must address the following points:

* Identify and analyze the intellectual history of American public administration
* Identify and analyze the competing ideological frameworks with public administration
* Analyze the major issues or controversies in the public service that have emerged over time

The literature review must adhere to the following:

* Written in APA 6th Edition format.
* Must be a minimum of 7 pages excluding cover page and reference page

* The entire paper (title page, body and reference page) must be in APA format
* Must have a minimum of 10 acceptable scholarly references listed and cited in the body of the work. You are highly encouraged to exceed the minimum reference count.
* Students may use the course text as a source, but make sure your other sources fit the category of being scholarly in nature. Wikipedia or general websites are not scholarly. Students should seek guidance from the instructor if in doubt about the acceptability of a source.
* Double spacing is required between sentences and paragraphs per APA guidelines.
* Use Times New Roman 12 font when preparing the paper.
* Must demonstrate the ability to summarize and paraphrase information from sources in proper APA format.
* **Plagiarism will not be tolerated…your paper must properly document all ideas and information not your own. Plagiarism or academic dishonesty may result in a failing grade for this course. Other sanctions may be imposed based on University policy. See your syllabus and the University’s Academic Catalog for additional information.**
* Do not attempt to copy and paste from research papers or essays available online. The instructor will diligently check all papers for plagiarism.
* Use of proper grammar, correct spelling, and writing principles are expected in all work. Full credit will not be granted for work that contains grammatical or spelling errors. In the event a student does not feel competent in this area he/she should discuss the matter with the instructor.
* The literature review must be submitted as a Microsoft Word document to allow for grading and instructor feedback. The instructor reserves the right to assign a grade of zero for any submission that does not adhere to this requirement. Students may obtain a free version of Microsoft Word through Reinhardt University.

**The completed literature review (research paper) must be submitted to the instructor no later than Tuesday of the last week of class. Students are to upload the submission to the literature review file found in the coursework section of Eagle Web course room.**

TIPS FOR SUCCESS:

* Conduct independent study on what it means to be a “critical thinker”.
* Conduct independent study on the components of a critical argument.
* Start work on your project now…do not procrastinate…it will be due before you realize it and you’ll stress yourself out if you wait to start the week the paper is due.
* Have your paper proofed before submission by the Brainfuse Writing Lab. We all make mistakes and it is best to have another set of eyes look the product over.
* Exceed the minimum requirements…don’t just do enough to get by…seek to stand above the rest by exceeding and surpassing expectations.
* Study APA formatting and seek help from the instructor.

APA RESOURCES:

The sites listed below provide guidance on APA format and how to cite and document various types of sources.

* The OWL at Purdue is my favorite at:

<http://owl.english.purdue.edu/owl/resource/560/01/>

* Bethel University APA Student Guide: <http://bethelu.libguides.com/content.php?pid=268177&sid=2213129>