

**Cleveland State University
Levin College of Urban Affairs
Fall 2004**

**PAD 600, Section 51 – Introduction to Public Administration
UR 247 – Thursdays 6:00 - 9:50 p.m.**

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Office hours: Thursday 5:00 - 5:45 p.m. and by appointment.

Course Description and Objectives

Public administration involves the “core activities” of government that are generally performed by trained experts and specialized organizations. Its purpose concerns the development and implementation of public policy. This very broad definition encompasses a large dynamic portion of government at all three levels, engaging even nonprofit and private enterprise.

This introductory graduate course provides an overview of the field and serves as a basis for further study in public administration. This course assumes no prior academic background in public administration and attempts to familiarize students with the concepts and practices of public administration primarily from the standpoint of the institutional framework and intellectual development of American administrative practices.

The objectives of this course are to:

- develop and refine the student’s understanding of the role of the public service practitioner in a democratic society
- enhance individual appreciation of the depth, complexity, and dilemmas of modern administrative practices in the public sector
- introduce students to core areas of study within public administration

Recommended References

Style guide: Publication Manual of the American Psychological Association (5th ed.). Washington, DC: American Psychological Association.

Web site: http://owl.english.purdue.edu/handouts/research/r_apa.html. (This is a simple guide to APA style).

ADA If you believe that you require accommodations under the Americans with Disabilities Act (ADA), please contact Mike Zuccaro at 687-2015. His office is located in UC 434.

Required Reading

Texts: Box, Richard C. (2004). Public administration and society: critical issues in American governance. Armonk, NY: M.E. Sharpe.

Denhardt, Robert B. (2003). Public administration: an action orientation (4th edition). Belmont, CA: Wadsworth / Thomson Learning.

Course Requirements

Course grades will be based on the following criteria:

Participation – 10%

Attendance and dialogue are important components of this course. **Students are expected to attend class prepared to thoughtfully discuss the assigned readings.** Please contact me if you are unable to attend class.

Reading notes – 20%

For each of the ten class meetings with assigned readings you will need to prepare **one typed single-spaced page of notes** describing one key idea from each reading for that day that you have found interesting. For example, for our first full class on Sept. 9th, you should discuss one idea from Denhardt, Chapter 1, one from Box, Preface and Chapter 1, and one from Box, Chapter 2 in one single-spaced page. You may discuss the ideas as they relate to current events, your personal experience, or practical application. Each section should be identified, for example, Denhardt, Chapter 1, values of democracy. Be sure to include your name at the top of the page and the date the assignment is due. Because you will be using the notes to enhance your participation in the class discussion, I will collect them at the end of the class. The notes will be graded as follows: 0 points for no notes or very poor; 1 point for an adequate review, poor writing or too brief; and 2 points for a good review, good writing, and good analysis. When you cite or quote material, use the APA style.

Research proposal – 5%

Each student will prepare a 3-5 page research proposal detailing a research problem/situation, research goal, audience, proposed solution(s), and proposed literature search. Students are encouraged to study and develop solutions to a challenge facing their agency. The proposal should be written using the APA format.

Research paper – 20%

The paper should be 10-15 pages long and written in APA format. The paper should demonstrate the student's understanding of the theories covered in the course and present a well-developed analysis of the subject using appropriate citations and at least 10 references from academic (peer-reviewed) journals.

Research presentation – 5%

Presentations will be scheduled to enable students to share the results of their research with the class. The presentation should be no longer than 10 minutes. Five minutes will be allotted for questions after the presentation.

Examinations - 40%

Two examinations will be given during the semester, a mid-term and a final. Both exams will be take home essays and each will be worth 20% of the final grade. The mid-term will cover the readings through the first half of the course and the final will be comprehensive.

Graduate course grading: Using this table as a guide, you will always know how you are doing in the course.

A	95-100	B-	75-79
A-	90-94	C	70-74
B+	85-89	F	below 70
B	80-84		

Course Outline – Readings and Assignments

(Note that the following is a general schedule and may be modified during the semester.)

- Sept. 2 Unfortunately, I will be out of town at an academic conference, however, another faculty member will distribute the syllabus. Obviously there will be no class, but you may use this time to read the assignment for next week and prepare your single page of notes for the class discussion.
- Sept. 9 Introduction to Course
Personal Introductions
- Denhardt, Chapter 1 – Personal Action in Public Organizations
Box, Preface and Chapter 1 – Scope and Content of Public Administration
Box, Chapter 2 – Time and Change: The Environment of Public Administration
- Sept. 16 Denhardt, Chapter 2 – The Political Context of Public Administration
Denhardt, Chapter 3 – The Intergovernmental Context of Public Administration
- Sept. 23 Box, Chapter 3 – Democracy, Citizenship, and Governmental Structure
Box, Introduction to Part II – Debate and Decision in The Founding Era
- Sept. 30 **Paper Proposals Due**
Box, Reading 2.2, “Introduction” to *The Federalist Papers Reader*
Box, Reading 2.3, “Interpretive Essay” from *The Essential Antifederalist*
Box, *The Federalist Papers*, Nos. 10, 17, and 51
- Oct. 7 Box, Reading 2.4 “What Sort of Despotism Democratic Nations Have to Fear” from *Democracy in America*
Box, Reading 2.5 “The Future of the American Bureaucratic System” from *The American Bureaucracy: The Core of Modern Government*
- Oct. 14 Box, Introduction to Part III – Community and the Individual
Box, Reading 3.1 – “The Nature of Community Governance” from *Citizen Governance: Leading American Communities into the 21st Century*
Box, Reading 3.2 “The Quest for a Civil Society” from *Building a Community of Citizens: Civil Society in the 21st Century*
Box, Reading 3.3 “Barn Raising” from *Community and the Politics of Place*
- Take Home Mid-Term Exam Distributed**
- Oct. 21 **Mid-term Exam Due**
No Class
- Oct. 28 Denhardt, Chapter 8 – Managing Organizational Dynamics
Denhardt, Chapter 9 – The New Public Management, Reinvention, and the Reform of Public and Nonprofit Organizations
- Nov. 4 Box, Introduction to Part IV – Social Equity and Economic Efficiency
Box, Reading 4.1 “Introduction” from *New Public Administration*

Box, Reading 4.2 “Running Government Like a Business: Implications for Public Administration Theory and Practice”
 Box, Reading 4.3 “The Big Questions of Public Administration in a Democracy”

Nov. 11 **Veteran’s Day – No Class**

Nov. 18 **Research Papers Due**

Denhardt, Chapter 4 – The Ethics of Public Service

Box, Introduction to Part V – The Public Service Practitioner in a Democratic Society

Box, Reading 5.1 “Practitioners” from *Citizen Governance: Leading American Communities into the 21st Century*

Nov. 25 **Thanksgiving – No Class**

Dec. 2 **Research Presentations**

Box, Reading 5.2 “New Public Management and Substantive Democracy”

Box, Reading 5.3 “Citizens and Administrators: Roles and Relationships”

Dec. 9 **Research Presentations**

Course Evaluations

Distribution of Final Exam

Dec. 16 **Final Exam Due**

No Class

Guidelines for Research Proposal and Final Paper

Format: The proposal and paper should be written in APA style (e.g., references, p. 194; citation in text, p. 168; sample paper, p. 258). Please double space, use a simple typeface (e.g., Times New Roman), 12-point type, and put a one-inch margin around the text. Make sure to number the pages and use paragraphs rather than spaces to separate groups of sentences. You may use headings and your final paper may include your research results in tabular form. You do not need to prepare an abstract or use a running header on each page.

State the problem: What is the **public administration** problem or situation that you want to study? You will probably need to give some background on the agency in this section. Be very specific about the problem.

Goal: What do you want to achieve by studying the problem? State this simply.

Audience: Who are you writing this paper for? Your tone will vary depending on who you are speaking to. Your audience may be the members of the class, or you may want to share your work with your supervisor.

What do you think the solution(s) are? Be very specific in stating what you think the solutions may be, given your experience in the agency. Explain why you hold that opinion.

Literature search: Indicate where you will look in the literature. Will you look in the public administration literature or is the issue so specific to your discipline or situation that you need to look into that field's literature (e.g., health care administration). You do not need to list your references in the proposal. Your final paper should contain **at least 10 references from peer-reviewed journals that you have found on your own. You must discuss each article in your paper.** If you are unable to do field research, you must have at least 15 references from peer-reviewed journals. You may use e-journals if they are peer-reviewed. The APA Publication Manual contains the guidelines for proper reference and citation. Your texts contain many references to the public administration literature that you may use to begin your literature search. The CSU librarians are very helpful and a wonderful resource. You can access the library's holdings and Ohiolink online.

Research design: Explain, in detail, how you will test your proposed solution(s). Will you look at existing statistical data; will you survey your co-workers or employees? Will you interview people? How will you present your data? When and how will you perform your research?

Conclusion (for final paper only): Discuss whether the literature supported the solutions that you proposed initially or provided a new direction and how this affected your research design. Then discuss the research results and how they can be applied to resolve the agency problem.

Note: It is extremely important that you perform your research on your own time unless you have permission from your supervisor to do the work on the agency's time. A cooperative relationship with your supervisor is extremely important! If you do not believe you can safely study an agency problem, please discuss your proposal with me before proceeding.

