

MIDSTATE COLLEGE
411 W. NORTHMOOR RD. PEORIA, IL 61614
(309) 692-4092 (800) 251-4299
Spring Term 2019

Course: LSJ361 Public Administration

Credit: 4 quarter hours

Method of Delivery: Wednesday Night (6:00 PM – 9:30 PM) Flex

Course Description: In this course, the theory and practice of public administration is reviewed, including the principles and problems of administrative organization, personnel and fiscal management and bureaucratic behavior.

Prerequisite: LSJ110 Introduction to Social Justice

Text(s) & Manual(s): *Introducing Public Administration, Eight Edition* ISBN: 978-0-205-85589-6

Author(s): Shafritz, Russell, and Borick

Publisher: Pearson

Materials Needed for this course: This course requires the minimum system requirements to complete eLearning courses at Midstate College.

Topics:

1. Definitions, concepts and setting of public administration.
2. Core functions of public administration.
3. The convergence of politics, and law in the public sector.
4. Public administration and the public.

Learning Objectives: Upon completion of this course, the student will be able to:

1. Categorize the major functions of various levels of governments in United States
2. Examine the role of public administrators with respect to the political, managerial, and judicial structures
3. Determine the factors in the relationships between public administration and public participation
4. Analyze the political, legal, and social environment of public administration and develop an understanding of the synergistic relations among them

Midstate Grading scale:

- 90 - 100 A
- 80 - 89 B
- 70 - 79 C
- 60 - 69 D
- 0 - 59 F

Midstate Plagiarism Policy: Plagiarism is using another person's words, either by paraphrase or direct quotation, without giving credit to the author(s). Plagiarism can also consist of cutting and pasting material from electronic sources by submitting all or a portion of work for assignment credit. This includes papers, computer programs, music, sculptures, paintings, photographs, etc. authored by another person without explicitly citing the original source(s).

MIDSTATE COLLEGE
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(309) 692-4092 (800) 251-4299
Fall Term 2017

These actions violate the trust and honesty expected in academic work. Plagiarism is strictly against the academic policy of Midstate College. Its seriousness requires a measured, forceful response which includes consequences for inappropriate and/or no citation.

In courses containing writing assignments, the College promotes the use of an electronic resource which compares the student's writing against previously submitted papers, journals, periodicals, books, and web pages. Students and instructors can use this service to reduce the incidence of plagiarism. This electronic resource has been found to conform to legal requirements for fair use and student confidentiality. It is able to provide a report to the student indicating the parts of the assignment that match.

Student Success: The Office of Student Success is available to students seeking tutoring for individual classes or who need assistance with writing assignments. Information is also available on test taking techniques, how to take notes, developing good study skills, etc. Contact Student Success in Room 110 (in person); (309) 692-4092, extension 1100 (phone); studentsuccess@midstate.edu (email).

Instructor: Ashley M. Miller, Adjunct Instructor
ammiller4@midstate.edu

*Office Hours (in classroom): 1 hour before class, after class as needed, and by appointment.

Assistant Instructor: Mark Wiltse, Legal Studies Director
mwiltse@midstate.edu

Legal Studies Department
Office: 219
Phone: (309) 692-4092, Extension 2190
Fax: (309) 692-3893

Policies and Procedures:

1. All work is to be completed on time. You are expected to use your class schedule to plan for assignments and tests. **Late work will be penalized a point per day.**
2. Excessive absence will hurt your performance in class and potentially hurt your grade.
3. Academic dishonesty is never tolerated and will be promptly referred to the Dean of Students. See plagiarism policy above.
4. All work should be submitted to the corresponding folder in LMS. Please submit document files in MS Word format (.docx/.doc) or in Rich Text Format (.rtf). The current version of Microsoft Office is available at no charge to students in Technical Support, room 140.

Participation Requirements: You are expected to participate at least once a week in several conference discussions/homework assignments relating to the subject materials for the week. Discussion will take place as assigned by the faculty member. You will read, analyze, and respond to questions and comments from the faculty member and fellow students.

Attendance Policy: ON CAMPUS STUDENTS: Students attending on campus classes will be marked present for that week. ELEARNING: A student taking this course via eLearning must login and participate at least once a week to be counted present for the week (participation is strongly recommended and essential for passing this course). You must post a gradable assignment each week to be counted as “Present” for the week. Each week, students may choose to participate via on campus or online (student’s choice).

Computer Problems and Saving Work:

Computers are known to break down and do other unpredictable things. You are responsible to take all precautions and have contingency plans in place in case of such mishap. Computer problems are NOT valid excuses for late work. It is recommended that you create and save back up files to either a CD or another electronic storage device or a cloud service, e.g.DropBox, Microsoft OneDive, or Box, for every piece of work you complete for this class. Saving duplicate copies of your work to an external device will ensure that a computer glitch or a glitch in cyberspace won’t erase your efforts. If you have problems, please contact Tech Support immediately.

Extended Sickness and Personal Circumstances:

Success in this course requires regular and consistent participation. If you find yourself in a situation in which this is a problem, you should **contact the instructor as soon as possible to discuss your ability to complete the course.** If necessary, you will be encouraged to meet with your advisor to discuss your options which may include withdrawing from the course and retaking it when your circumstances have improved.

Examination Information:

Tests will be objective (true/false and multiple choice) and subjective (essay type questions). There will be four examinations, each worth 100 points.

Instructors Grading Scale:

- 90 to 100 = A
- 80 to 89 = B
- 70 to 79 = C
- 60 to 69 = D
- 00 to 59 = F

The following assignments and activities are outlined in a week-by-week format. All assignments (unless specified otherwise) are due by day 7 and they need to be posted to the location specified by the faculty member in the syllabus. The following schedule indicates the days of the week to be followed in this module.

MIDSTATE COLLEGE
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Fall Term 2017

Day 1	Monday
Day 2	Tuesday
Day 3	Wednesday
Day 4	Thursday
Day 5	Friday
Day 6	Saturday
Day 7	Sunday

Instructor Final Grade Determination: Your final grade in this course will be based on 1420 points.

Examinations	4 (100 points each)	400 points
Case studies	4 (50 points each)	200 points
Weekly Review Questions	12 (20 points each)	240 points
Weekly Worksheets	12 (20 points each)	240 points
Weekly Discussion Forums	12 (10 points each)	120 points
Weekly Summaries	12 (10 points each)	120 points
Research Paper	1 (100 points)	<u>100 points</u>
		1420 points

Research Project (100 pts)

Each student must complete a research project (5-8 pages—this a rigid requirement!) that is due at the end of the quarter. A grading rubric will be available on MOODLE that explains how the assignment will be evaluated. Please contact me if you need any clarification on this assignment.

Find a topic of interest. Select a public administration topic that interests you. Avoid issues that are solely political or that are primarily the concern of the private sector. Use the textbook and syllabus as a guide for acceptable topics.

Find 3-5 academic sources related to this topic (academic sources are peer-reviewed journal articles; if you find articles in other journals, you should consult with me before using them). These sources should be directly related to a public administration concept or theory. The textbook cannot be substituted as a source in place of a journal article. (In order to get an A on the assignment, you must use more than three journal articles).

For the completed paper, use the articles and your knowledge of the current events from news accounts to write up a written report 5-8 pages in length with the following sections:

1. Introduction (no more than 30% of paper length)
 - a. Brief description of the issue
 - b. Explain why the issue is important from a public administration perspective. This does not mean you should say “This is important to public administration because...” Instead, you should simply describe why the issue is important. Use an example from current events or your own experience to help illustrate this point.

MIDSTATE COLLEGE
411 W. NORTHMOOR RD. PEORIA, IL 61614
(309) 692-4092 (800) 251-4299
Fall Term 2017

- c. Thesis statement—how are you relating the case to journal articles? A guide to writing a thesis statement can be found at <http://goo.gl/q1NOB>.
2. Describe the findings from the academic literature and relate those findings back to the thesis statement.
 - a. What lessons from the academic literature can be applied to the issue you are investigating?
3. Conclusion
 - a. Sum up your main points
4. References page
 - a. Using APA style, write a list of references used. See <http://goo.gl/bdCz> for information on using the APA citation style. “Son of Citation Machine” will also prove helpful - <http://goo.gl/1yuRk>.
 - b. Textbooks do not count as legitimate sources
 - c. You need 3-5 peer-reviewed public administration journal articles
 - d. You may also use books to supplement your sources, but they cannot be substituted for the three journal article minimum.

Weekly Topical Outline

Week 1

Topics: Defining Public Administration

Objectives:

Number	Learning Objective	Page Range
1	Understand the political aspects of public administration.	6-11
2	Understand the legal aspects of public administration.	11-14
3	Understand the managerial aspects of public administration.	14-17
4	Understand the occupational aspects of public administration.	17-23
5	Understand the evolution of public administration.	23-28

Assignments:

- Read chapter 1 in Shafritz’s *Introducing Public Administration*.
- Watch the lecture, and view any other accompanying material.
- Answer the Review Questions at the end of the chapter.
- Complete this week’s worksheet.

Weekly Summary & Discussion: Participate in the discussion forum for this week and post your weekly summary.

Week 2

Topics: The Political and Cultural Environment of Public Policy and Its Administration

Objectives:

Number	Learning Objective	Page Range
1	State what is meant by public policy and describe the meaning of a republic.	38-42
2	Describe, understand, and outline the stages of the public policy cycle.	42-52
3	Define the meaning of power, evaluate the differences between group theory and power-elite theory, and explain the significance of groups in the American democracy.	52-57

MIDSTATE COLLEGE
411 W. NORTHMOOR RD. PEORIA, IL 61614
(309) 692-4092 (800) 251-4299
Fall Term 2017

4	Evaluate how the internal power relationships of organizations affect their goal accomplishments.	57-61
5	Analyze the difference between the internal and external cultures of public organizations.	61-67

Assignments:

- Read chapter 2 in Shafritz’s *Introducing Public Administration*.
- Watch the lecture, and view any other accompanying material.
- Answer the Review Questions at the end of the chapter.
- Complete this week’s worksheet.

Weekly Summary & Discussion: Participate in the discussion forum for this week and post your weekly summary.

Week 3

Topics: The Continuous Reinventing of the Machinery of Government

Objectives:

Number	Learning Objective	Page Range
1.	Evaluate the dynamics resulting from the trend of wealthier citizens “buying” public services through privatization.	75-77
2.	Identify the types of, and justifications for, the administrative structures that comprise government.	80-86
3.	Identify the components and responsibilities of state and local government.	86-94
4.	Identify the various tools and strategies for reforming government.	94-106
5.	Define privatization, and describe its benefits and potential pitfalls.	106-114

Assignments:

- Read chapter 3 in Shafritz’s *Introducing Public Administration*.
- Watch the lecture, and view any other accompanying material.
- Answer the Review Questions at the end of the chapter.
- Complete this week’s worksheet.
- Answer the questions for Case Study 1

MIDSTATE COLLEGE
411 W. NORTHMOOR RD. PEORIA, IL 61614
(309) 692-4092 (800) 251-4299
Fall Term 2017

Weekly Summary & Discussion: Participate in the discussion forum for this week and post your weekly summary.

Week 4

Topics: Intergovernmental Relations

Objectives:

Number	Learning Objective	Page Range
1	Define intergovernmental relations and explain why they serve as fundamental settlement procedures in government creation.	128-130, 130-132
2	Understand and describe the constitutional features of U.S. federalism, and how they relate to the structure of intergovernmental relations.	132-135, 135-137
3	Analyze the formal structure of powers, roles, and relationships during the major phases of intergovernmental relations in the United States.	137-141
4	Evaluate the practical operation of intergovernmental management.	141-146
5	State the meaning of fiscal federalism and describe the impact of devolution on a federal system.	146-152, 152-161

Assignments:

- Read chapter 4 in Shafritz’s *Introducing Public Administration*.
- Watch the lecture, and view any other accompanying material.
- Answer the Review Questions at the end of the chapter.
- Complete this week’s worksheet.
- Take Exam I (chapters 1-3)

Weekly Summary & Discussion: Participate in the discussion forum for this week and post your weekly summary.

Week 5

Topics: Honor, Ethics, and Accountability

Objectives:

MIDSTATE COLLEGE
411 W. NORTHMOOR RD. PEORIA, IL 61614
(309) 692-4092 (800) 251-4299
Fall Term 2017

Number	Learning Objective	Page Range
1	To understand the origins and nature of honor	166-173
2	To explore the history of government corruption	174-180
3	To understand the different levels of ethics and how each level applies to real-life situations	181-187
4	To understand the importance of government accountability	188-192
5	To understand the how and why legislative oversight is conducted	193-200

Assignments:

- Read chapter 5 in Shafritz’s *Introducing Public Administration*.
- Watch the lecture, and view any other accompanying material.
- Answer the Review Questions at the end of the chapter.
- Complete this week’s worksheet.

Weekly Summary & Discussion: Participate in the discussion forum for this week and post your weekly summary.

Week 6

Topics: The Evolution of Management and Organization Theory

Objectives:

Number	Learning Objective	Page Range
1	Understand the origins of public management and evolution of management principles.	208-211, 212-215
2	Define organization theory, and evaluate the differences between scientific management and organization theory.	215-219, 219-223
3	Describe the tenets of orthodox ideology and understand the various meanings of bureaucracy.	223-225, 225-228
4	Analyze both neoclassical organization theory and modern structural organization theory.	228-230, 230-231
5	State the meaning of systems theory and explain the differences between cybernetics and complex adaptive systems.	232-234

Assignments:

- Read chapter 6 in Shafritz’s *Introducing Public Administration*.
- Watch the lecture, and view any other accompanying material.
- Answer the Review Questions at the end of the chapter.
- Complete this week’s worksheet.

Weekly Summary & Discussion: Participate in the discussion forum for this week and post your weekly summary.

Week 7

Topics: Organizational Behavior

Objectives:

Number	Learning Objective	Page Range
1	Understand the meaning of Miles’ Law	242-250
2	Explore and understand the meaning of organizational behavior	250-258
3	Understand the impact of bureaucratic structure on behavior	258-263
4	Understand the theories and applications of human motivation	264-267
5	Explore the future of organizations	270-276

Assignments:

- Read chapter 7 in Shafritz’s *Introducing Public Administration*.
- Watch the lecture, and view any other accompanying material.
- Answer the Review Questions at the end of the chapter.
- Complete this week’s worksheet.
- Take Exam II (chapters 4-6)

Weekly Summary & Discussion: Participate in the discussion forum for this week and post your weekly summary.

Week 8

Topics: Managerialism and Information Technology

Objectives:

Number	Learning Objective	Page Range
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MIDSTATE COLLEGE
411 W. NORTHMOOR RD. PEORIA, IL 61614
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Fall Term 2017

1	Describe the doctrine of managerialism and explain why reengineering efforts are designed to challenge existing system.	288-290, 290-293
2	Analyze the concept of empowerment and the role of entrepreneurialism in organizational management.	293-294, 294-298
3	Define performance management and explain its relationship with productivity improvement.	298-300, 300-304
4	Understand the different types of social networks and reasons why public administrators embrace technology to improve the delivery of public services.	304-311
5	Evaluate the two faces of e-government and explain the meaning of one-stop government.	311-312, 312-315

Assignments:

- Read chapter 8 in Shafritz’s *Introducing Public Administration*.
- Watch the lecture, and view any other accompanying material.
- Answer the Review Questions at the end of the chapter.
- Complete this week’s worksheet.

Weekly Summary & Discussion: Participate in the discussion forum for this week and post your weekly summary.

Week 9

Topics: Strategic Management and Government Regulations

Objectives:

Number	Learning Objective	Page Range
1	Understand the concept of strategic management	pp. 325-334
2	Understand the tools used in strategic management	pp. 334-338
3	Understand how government regulations are formed and are implemented	pp. 339-344
4	Understand how state government regulations work.	pp. 343-344

MIDSTATE COLLEGE
411 W. NORTHMOOR RD. PEORIA, IL 61614
(309) 692-4092 (800) 251-4299
Fall Term 2017

5	Understand the nature of local government regulations	pp. 344-349
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Assignments:

- Read chapter 9 in Shafritz’s *Introducing Public Administration*.
- Watch the lecture, and view any other accompanying material.
- Answer the Review Questions at the end of the chapter.
- Complete this week’s worksheet.

Weekly Summary & Discussion: Participate in the discussion forum for this week and post your weekly summary.

Week 10

Topics: Leadership

Objectives:

Number	Learning Objective	Page Range
1	Define leadership and understand the differences between leadership and management.	359-364
2	Analyze the major assumption of trait theory, and explain transactional and contingency approaches to leadership.	364-367
3	Understand the importance of transformational leadership in organizational change and survival.	368-370
4	Evaluate the differences between micromanagement and overmanagement.	370-371
5	Describe the characteristics of effective moral leadership.	371-374

Assignments:

- Read chapter 10 in Shafritz’s *Introducing Public Administration*.
- Watch the lecture, and view any other accompanying material.
- Answer the Review Questions at the end of the chapter.
- Complete this week’s worksheet.
- Take Exam III (7-9)

Weekly Summary & Discussion: Participate in the discussion forum for this week and post your weekly summary.

MIDSTATE COLLEGE
411 W. NORTHMOOR RD. PEORIA, IL 61614
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Fall Term 2017

Week 11

Topics: Personnel Management and Labor Relations

Objectives:

Number	Learning Objective	Page Range
1	Describe how merit systems hire, evaluate, train, reward, and promote workers.	387-397
2	Understand the nature of the personnel “netherworld” and use that concept to predict the likely implications of proposed reforms.	398-400, 409-413
3	Understand the dual edged consequences of civil service reforms in the United States.	400-409
4	Describe the collective bargaining process as it applies in the public sector.	413-420
5	Understand the political conflict between public sector unions and the political conservatives who seek to limit the power of those unions.	420-425

Assignments:

- Read chapter 11 in Shafritz’s *Introducing Public Administration*.
- Watch the lecture, and view any other accompanying material.
- Answer the Review Questions at the end of the chapter.
- Complete this week’s worksheet.

Weekly Summary & Discussion: Participate in the discussion forum for this week and post your weekly summary.

Week 12

Topics: Public Financial Management

Objectives:

Number	Learning Objective	Page Range
1	Gain familiarity with the common terminology used by practitioners in talking about public financial management.	474, 479-504 (pay attention to vocabulary terms in the margins of the text)
2	Understand how budget theory affects budget practices.	475-479

MIDSTATE COLLEGE
411 W. NORTHMOOR RD. PEORIA, IL 61614
(309) 692-4092 (800) 251-4299
Fall Term 2017

3	Understand how past budget reforms affect current thinking about budgeting.	479-484
4	Know the policy tools available for public sector financial managers and the consequences to citizens of the applications of each.	486-493
5	Understand the tools by which governments acquire debt, the uses of debt, and the problems that debt causes.	493-503
6	Appreciate the inherently political nature of budgeting.	468-472, 503-504

Assignments:

- Read chapter 13 in Shafritz’s *Introducing Public Administration*.
- Watch the lecture, and view any other accompanying material.
- Answer the Review Questions at the end of the chapter.
- Complete this week’s worksheet.
- Complete Exam IV (chapter 10-11, and 13)
- Submit the research paper

Weekly Summary & Discussion: Participate in the discussion forum for this week and post your weekly summary.