

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Faculty Information: Faculty contact information and office hours can be found on the faculty profile page.

COURSE DESCRIPTION AND OUTCOMES

Course Description:

This course is designed to provide the student with an understanding of the major public administration theories influencing the discipline, the role of the public bureaucracy in American society, and the interplay of politics and public administration at the national, state, and local levels. This course also serves as an introduction to public administration. During the session, students will review topics generally associated with its study and practice such as ethics, social equity, organization theory and behavior, public policy formation, public management, administrative reform, performance management, intergovernmental relations, leadership, human resources, and public finance.

Course Overview:

Through course content, readings, class discussion, current events analyses, you will become familiar with the primary issues and challenges facing public administrators today at the local, state, and national levels. In addition, the core of public administration is critical thinking, critical reaction, and the ability to link theory and practice. As such, you will deconstruct common assumptions about politics, public policy, and current events and reconstruct those into policy positions that draw on your own knowledge, logic, and reasoning ability. Finally, you will practice the art of taking nothing at face value, while being conscious of how your own worldview, values and norms shape thinking.

Course Learning Outcomes:

1. Describe the role of public administration in the American political system and the lives of its citizens.
2. Explain managerial theories and techniques used in public organizations.
3. Identify the factors associated with successful and failed public administration.
4. Describe the aspects of managerial responsibility and techniques in the public context.
5. Analyze politics, political institutions, and practices in the United States.
6. Explore how policy impacts the administration of public organizations.

PARTICIPATION & ATTENDANCE

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

COURSE MATERIALS

Required:

none

Suggested:

none

***NOTE:** All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.*

COURSE SCHEDULE

Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and peer responses posted by Sunday at 11:59 p.m. MT. Late posts may not be awarded points.
- **Opening Exercises:** Take the Opening Exercise before reading each week's content to see which areas you will need to focus on. You may take these exercises as many times as you need. The Opening Exercises will not affect your final grade.
- **Mastery Exercises:** Students may access and retake Mastery Exercises through the last day of class until they achieve the scores they desire.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Kiefer, J. J. (2016). Public Administration. In S. Schechter, T. S. Vontz, T. A. Birkland, M. A. Graber, & J. J. Patrick (Eds.), *American Governance* (Vol. 4, pp. 197-200). Farmington Hills, MI: Macmillan Reference USA.
- Kotler, P. (2016). Dealing with the major unresolved government policy issues. In *Democracy in Decline* (pp. 181-200). 55 City Road, London: SAGE Publications Ltd doi: 10.4135/9781473995291.n12

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 2

Readings

- Berger, B. (2016). Democracy. In S. Schechter, T. S. Vontz, T. A. Birkland, M. A. Graber, & J. J. Patrick (Eds.), *American Governance* (Vol. 2, pp. 14-18). Farmington Hills, MI: Macmillan Reference USA.
- Kotler, P. (2016). Why democracy isn't working well in america or elsewhere—why having elections isn't enough. In *Democracy in Decline* (pp. 11-32). 55 City Road, London: SAGE Publications Ltd doi: 10.4135/9781473995291.n2
- Strachan, J. C. (2016). Deliberative Democracy. In S. Schechter, T. S. Vontz, T. A. Birkland, M. A. Graber, & J. J. Patrick (Eds.), *American Governance* (Vol. 2, pp. 13-14). Farmington Hills, MI: Macmillan Reference USA.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (70 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option 1: Recruitment Exercise

There is an opening for a director position in the City. Before you apply for the position, you want to find out the type of leadership operating in the City. There are different forms of government at the local level. Forms of municipal government include Council-Manager, Mayor-Council, Commission, Town Meeting, and Representative Town Meeting. Research the form of government in your own community. In this exercise, address the following:

- State and describe the form of government operating in your community.
- Briefly describe the organizational structure of the government.
- Describe the role of each leader in the organization.
- Discuss how you will fit into this organization.

The exercise should be 2-3 pages (not including title or reference pages), double spaced, follow the CSU-Global Guide to Writing and APA Requirements policy, and include a minimum of *three (3) sources*.

Option 2: Accountability Policy

There are five key channels of accountability that are described by Wang (2015). They are political accountability, bureaucratic accountability, citizen accountability, legal accountability, and professional accountability. These five channels can be reviewed at:

<http://blogs.worldbank.org/governance/how-make-sense-government-accountability>. As the City Finance Director, you have been directed by City Council to draft a new Accountability Policy that addresses these five channels listed by Wang (2015). Your policy should address the following:

- Explain how the Department will address each channel of accountability.
- List any obstacles and how they might be overcome.
- Be sure to use each channel as a heading in your paper.

The policy should be 2-3 pages, single or double spaced, and include a heading at the top of the page that reads "Accountability Policy."

Once the policy is created. Draft a one page memo to City Council that introduces this policy. This memo should include at least two (2) references from other municipalities. You can use single or double spacing in the memo.

Your submission should be 3-4 pages long. The first page of your submission should be the memo to City Council followed by the Accountability Policy.

Templates:

Example of Memos to City Council: <http://www.longbeach.gov/citymanager/memos-to-the-mayor-and-council/>

Example of Accountability Policy: <https://www.uab.edu/policies/content/Pages/UAB-AD-POL-0000053.aspx>

Mastery Exercise (10 points)

Module 3

Readings

- Cigler, B. A. (2016). Intergovernmental Relations. In S. Schechter, T. S. Vontz, T. A. Birkland, M. A. Graber, & J. J. Patrick (Eds.), *American Governance* (Vol. 3, pp. 89-92). Farmington Hills, MI: Macmillan Reference USA.
- Kotler, P. (2016). Reforming the federal–states relationship—are the states too independent?. In *Democracy in Decline* (pp. 115-122). 55 City Road, London: SAGE Publications Ltd doi: 10.4135/9781473995291.n7
- Semat, J. (2016). Block Grants. In S. Schechter, T. S. Vontz, T. A. Birkland, M. A. Graber, & J. J. Patrick (Eds.), *American Governance* (Vol. 1, pp. 143-144). Farmington Hills, MI: Macmillan Reference USA.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option 1: Federalism and Marijuana Policy

There are several examples of federalism in the United States. Under the Controlled Substance Act of 1970, the federal government has outlawed the use of Marijuana in the United States. However, many states have passed laws making marijuana legal for personal and/or medical use. California and Colorado are two examples in which

marijuana is legal for both personal and medical use. As the Assistant City Manager, you have been asked to develop a policy on Marijuana for the City Council to review.

Part 1) Draft a memo to City Council that outlines the following:

- State and describe the Controlled Substance Act of 1970.
- State and describe the state law that allows marijuana for personal or medical use.
- Explain how the state law is being overlooked by the federal government.

Part 2) Draft a policy that addresses how marijuana will be handled by the City.

Your response to City Council should be 2-3 pages long. Your submission should contain the memo followed by the policy. Your memo should include a minimum of *three (3) sources from other municipalities*.

Example from Sacramento, California: <http://www.cityofsacramento.org/marijuana>

Option 2: Intergovernmental Relations Resolution

Intergovernmental relations is described as anything that happens between two levels of the same government. Example, the federal government offers grants to state and local government in return for meeting grant requirements. Another example might be local law enforcement agencies enforcing immigration laws for the federal government. In your agency, you have experienced an intergovernmental relations issue with another agency. As the director, you have been asked by City Council to reach out to the other agency and resolve the issue. In your resolution to the other agency, you need to address the following:

- Name and describe the intergovernmental relations issue.
- Explain the main issues.
- Make a recommendation on how to resolve the issue.

Your resolution should be 2-3 pages (not including title or reference pages), double spaced, follow the CSU-Global Guide to Writing and APA Requirements policy, and include a minimum of *three (3) sources*.

Sample Resolution:

www.michigan.gov/documents/msp/SAMPLE_LOCAL_GOVERNMENT_RESOLUTION_05-11_234278_7.doc

Mastery Exercise (10 points)

Module 4

Readings

- Clarke, T. & Peterson, T. (2016). Policy development. In *Environmental Conflict Management* (pp. 121-140). Thousand Oaks, CA: SAGE Publications, Inc. doi: 10.4135/9781483381695.n9
- Lewallen, J. (2016). Rational Comprehensive Decision Making. In S. Schechter, T. S. Vontz, T. A. Birkland, M. A. Graber, & J. J. Patrick (Eds.), *American Governance* (Vol. 4, pp. 243-244). Farmington Hills, MI: Macmillan Reference USA.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option 1: Incrementalism Paper

In the 1950s, Charles Lindblom developed incrementalism. This theory is based upon lawmakers passing new policy that builds upon past policies. One example is the passing of the No Child Left Behind Act (NCLB) that was replaced by Every Student Succeeds Act (ESSA). For this paper, you will need to find an older law that was replaced or updated by a new law. This can be a law, act, bill, or regulation. Your paper should address the following:

- Name and describe the original law, act, bill, or regulation.
- Discuss the need to revise the original law, act, bill, or regulation.
- Name and describe the new law, act, bill, or regulation.
- List the major changes.

The paper should be 2-3 pages (not including title or reference pages), double spaced, follow the CSU-Global Guide to Writing and APA Requirements policy, and include a minimum of *three (3) scholarly sources*.

Option 2: Ethics in Public Administration Policy

Sol Price School of Public Policy lists five essential ethics lessons you must have in a public administration Role. They are: the public interest is your first priority, personal integrity and accountability are key, communities demand respect from public resources, upholding the law and the Constitution is essential, and leaders promote social equity. These five essentials can be reviewed at:

<https://publicadmin.usc.edu/blog/5-essential-ethics-lessons-you-must-have-in-a-public-administration-role/>.

For this assignment, as the City Manager's Assistant, you will draft an ethics policy for the City that contains these five essentials.

Your policy should address the following:

- State how the City will address each essential.
- Explain the role of the citizens/public.
- Provide a means of communication between the public and City Manager's Office.

The policy should be 2-3 pages, single or double spaced, and include a heading at the top of the page that reads "Ethics Policy."

Once the policy is created. Draft a one page memo to City Council that introduces this policy. This memo should include at least two (2) references from other municipalities. You can use single or double spacing in the memo.

Your submission should be 3-4 pages long. The first page of your submission should be the memo to City Council followed by the Ethics Policy.

Templates:

Example of Memos to City Council: <http://www.longbeach.gov/citymanager/memos-to-the-mayor-and-council/>

Example of an Ethics Policy: http://www.ci.minneapolis.mn.us/policies/policies_ethics-cover

Mastery Exercise (10 points)

Module 5

Readings

- Kincaid, J. (2016). Concurrent and Exclusive Powers. In S. Schechter, T. S. Vontz, T. A. Birkland, M. A. Graber, & J. J. Patrick (Eds.), *American Governance*(Vol. 1, pp. 338-339). Farmington Hills, MI: Macmillan Reference USA.
- Kotler, P. (2016). Leading with vision and statesmanship—what will it take to restore democracy?. In *Democracy in Decline* (pp. 163-180). 55 City Road, London: SAGE Publications Ltd doi: 10.4135/9781473995291.n11

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option 1: City Government Proposal

As the Assistant City Manager, you have been assigned to resolve an issue within your community. As the leader, it is your responsibility to lead, organize, set the ground rules, communicate, and resolve the issue with input from stakeholders. For this assignment, identify a major issue in your community that is unresolved. You will develop a proposal to address the issue. In your proposal, you will address the following:

- Name and description of the issue.
- Outline of the forces creating the problem.
- Your plan to lead, organize, set the grounds rules, communicate the needs to others, and resolve.
- List all stakeholders needed to resolve the issue.

The proposal should be 2-3 pages (not including title or reference pages), double spaced, follow the CSU-Global Guide to Writing and APA Requirements policy, and include a minimum of *three (3) scholarly sources*.

Option 2: County Government Speech

As the Chief Executive Officer for the County Board of Supervisors, you have been asked to present the State of the County Address at the Board Chambers. For this assignment, you will draft your speech that address the following:

- The accomplishments in past fiscal year.
- Short falls from the last fiscal year.
- Goals and objectives for the next fiscal year.
- Your plan for meeting the goals and objectives.

The draft of your speech should be 2-3 pages (not including title or reference pages), double spaced, follow the CSU-Global Guide to Writing and APA Requirements policy, and include a minimum of *three (3) scholarly sources*.

Mastery Exercise (10 points)

Module 6

Readings

- Kettl, D. F. (2016). Public Service. In S. Schechter, T. S. Vontz, T. A. Birkland, M. A. Graber, & J. J. Patrick (Eds.), *American Governance* (Vol. 4, pp. 219-221). Farmington Hills, MI: Macmillan Reference USA.
- Unions. (2017). In *American Law Yearbook 2016: A Guide to the Year's Major Legal Cases and Developments* (pp. 225-226). Farmington Hills, MI: Gale.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option 1: Collective Bargaining Memo

As the Assistant Director of Recreation and Parks, you have been asked to sit on the Collective Bargaining Panel. This year, you will be meeting with the Union to discuss a new Memorandum of Understanding (MOU). The Union is asking for an increase in uniform allowance, a 5% increase in pay over the next two years, and changing the minimum overtime pay from two hours to four hours. Your budget can only handle a \$1.5 million increase a year. You have 1,500 employees on payroll. Be sure to visit the National Labor Relations Board website at <https://www.nlr.gov/rights-we-protect/rights/employerunion-rights-and-obligations> before you start your response. The City Manager has requested the following information from you about the MOU negotiations:

- What would you ask from the Union?
- How can you meet their demands?
- What plan would you present to the Union to meet everyone's demands?

The memo to the City Manager should be 2-3 pages, single or double spaced, include at least one source, and use a memo template.

Example of Memos to City Council: <http://www.longbeach.gov/citymanager/memos-to-the-mayor-and-council/>

Option 2: Civil Service Commission Proposal

The County Hospital just hired an agency to assist with restructuring the finance department of the county hospital. As the Hospital Employment Specialist for the County Hospital, you have been asked to present a proposal to the Civil Service Commission to change the job descriptions of the finance department of the hospital. The hospital has 320 beds. Your proposal to the Civil Service Commission should contain the following:

- The rationale for the organizational change.
- Name and number of positions changes.
- Sample of the new organizational chart for the finance department.

The proposal should be 2-3 pages (not including title or reference pages), double spaced, follow the CSU-Global Guide to Writing and APA Requirements policy, and include at least one (1) scholarly source.

Mastery Exercise (10 points)

Module 7

Readings

- Kotler, P. (2016). Reforming government service—are government employees efficient and conscious that they are ‘public servants’?. In *Democracy in Decline*(pp. 149-162). 55 City Road, London: SAGE Publications Ltd doi: 10.4135/9781473995291.n10
- Harley-McClaskey, D. (2017). Organizational management—processes, growth measures, and performance excellence. In *Developing Human Service Leaders*(pp. 215-244). Thousand Oaks, CA: SAGE Publications, Inc. doi: 10.4135/9781506330389.n14
- Harley-McClaskey, D. (2017). Organizational management—strategic goals and project management. In *Developing Human Service Leaders*(pp. 191-214). Thousand Oaks, CA: SAGE Publications, Inc. doi: 10.4135/9781506330389.n13

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 8

Readings

- Clarke, T. & Peterson, T. (2016). Implementation and evaluation. In *Environmental Conflict Management* (pp. 161-175). Thousand Oaks, CA: SAGE Publications, Inc. doi: 10.4135/9781483381695.n11
- Clarke, T. & Peterson, T. (2016). Environmental law and policy. In *Environmental Conflict Management* (pp. 23-40). Thousand Oaks, CA: SAGE Publications, Inc. doi: 10.4135/9781483381695.n3

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Project (350 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option 1: From Public Policy to Public Administration

The City Council just passed a resolution that gives the Recreation and Parks Director authority to issue Administrative Citations to the public for prohibited acts in parks that are listed in the Municipal Code. The fine set for each violation is \$1,000. See section 12.56.050 Prohibited Acts in Parks of the Bakersfield Municipal Code as an example: [https://bakersfield.municipal.codes/Code/12.56.050\(J\)](https://bakersfield.municipal.codes/Code/12.56.050(J)). As the Director, you have to roll out a plan to administer the Administrative Citation Program. Your job will be to take public policy and turn it into public administration. Your plan needs to address the following:

- Department policy for issuing citations
- Procedure for issuing citations

- List of authorized personnel who can issue citations
- Training plan of personnel
- Hearing information and schedule
- Violation template

The paper should be 6-8 pages (not including title or reference pages), double spaced, follow the CSU-Global Guide to Writing and APA Requirements policy, and include a minimum of *five (5) scholarly sources*.

Option 2: Being the Chief Video

Today, you were just promoted to Police Chief. Your role went from supporting the chief to being the chief. In your portfolio project will discuss your first 30 days of your new position. The first 30 days will the set the tone for the rest of your career as Police Chief. Your videos should address the following:

- What are your goals and objective for the department moving forward?
- What is your plan for addressing ethics and accountability?
- How you will improve the relationship with leadership and frontline officers?
- What is your plan for community relations?
- How you will address intergovernmental relations issues?
- Who will you meet with during your first 30 days?

The video should be 7-10 minutes long. A transcript of your video should be included in your submission. Your transcript should follow the CSU-Global Guide to Writing and APA Requirements policy and include a minimum of *five (5) scholarly sources*.

Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

COURSE POLICIES

Course Grading

20% Discussion Participation
0% Opening Exercises
8% Mastery Exercises
37% Critical Thinking Assignments
35% Final Portfolio Project

IN-CLASSROOM POLICIES

For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /repurposing your own work (see CSU-Global Guide to Writing & APA for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and internet resources.

Citing Sources with APA Style

All students are expected to follow the CSU-Global Guide to Writing & APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide should also be provided within most assignment descriptions in your course.

Disability Services Statement

CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults, or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.