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Office hours: By appointment
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Course overview
This course focuses on developing each student’s comprehension of the history and foundational underpinnings of Public Administration. The course will cover the economic, political, and social dynamics within the field of public administration; essential organizational, decision making, and leadership theories; and the management challenges related to intergovernmental relations, human resources, performance management, program evaluation, budgeting, and technology. In addition, this introduction to Public Administration will consider public service as a personal and professional commitment when considering the ethics and values unique to this sector. Through the use of the textbook, assigned readings, case studies, simulations, and hands-on experiential learning, students will be afforded an opportunity to advance their theoretical and practical knowledge of public administration.

Course Objectives
At the conclusion of this course, students will be able to:

• Distinguish the public sector, and public organizations, from other sectors and organizations
• Articulate organizational, leadership and management strategies of public governance
• Identify and apply a public service perspective
• Analyze the economic, political and social environmental context, identify appropriate options, and make judgements using evidence about public problems
• Describe the relationship between the policy process and public administration

Required Readings and Materials


Additional articles and chapters, available through the UHM library, or on Laulima if not available at the library.

Course Requirements

• Each student must complete the assigned readings and assignments as scheduled and on time.
• Each student must actively participate in class discussions.
• Each student must be respectful of other students’ ideas and experiences.
Assignments and Grading

<table>
<thead>
<tr>
<th>Assignment Type</th>
<th>Points</th>
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<tbody>
<tr>
<td>Mini essays and reflection papers (12 @ 25 each)</td>
<td>300</td>
</tr>
<tr>
<td>Case Analyses (2 @ 150 each)</td>
<td>300</td>
</tr>
<tr>
<td>Final Case Paper</td>
<td>300</td>
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<tr>
<td>Weekly attendance and Participation</td>
<td>100</td>
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<tr>
<td>Total</td>
<td>1000</td>
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Writing Guidelines

All hard copy written assignments must be typed, stapled, double spaced, with one-inch margins, page numbers and in Times New Roman 12 pt font. All written assignments, hard copy and electronic assignments, will be graded on clarity, accuracy, and proper sentence structure and grammar. You should proofread all assignments before turning them in and should include a bibliography if sources are cited.

Weekly attendance and participation

Your job in this class is to thoughtfully examine course materials and engage fully in course-related activities, discussions and assignments. Your attendance is expected at each session. If you must miss class for any reason, please contact me. I appreciate your avoidance of distracting practices such as late entrances, early exits, ringing cell phones, web browsing, texting, conversations, and other activities unrelated to the class. This behavior is especially important given that the beginning of class sometimes features guest speakers. It also includes respecting the viewpoints and experiences of your classmates, professors, and the guest speakers.

Late Policy

Assignments turned in late will receive a 10-point per day deduction.

Plagiarism and Academic Dishonesty

As commonly defined, plagiarism consists of passing off as one’s own the ideas, words, writings, etc., which belong to another. In accordance with the definition, you are committing plagiarism if you copy the work of another person and turn it in as your own, even if you should have the permission of the person. This includes copying and pasting from websites into your paper without citing the website or putting quotes around the cut material. Plagiarism is one of the worst academic sins, for the plagiarist destroys the trust among colleagues without which research cannot be safely communicated. If you have any questions regarding plagiarism, please talk to me.

Student Accessibility

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
and require accommodations, please contact the instructor at the beginning of the semester to make arrangements for necessary adjustments.

**Class Schedule and Reading Assignments**

**Class 1. Public Administration: An Indispensable Part of Society**

*The meaning of public administration; public vs. private; administrative responsibility; policy formulation vs policy execution; the study of public administration and its history*

Readings: HS, Chapter 1  

**Class 2. Organization Theory and Management**

*Hierarchy and authority; organizational models; theories of managerial efficiency; organization theories; culture; organizational change*

Readings: HS, Chapter 2  
SH, 8. *The giving of orders*, Mary Parker Follett (1926).  

**Class 3. Human Resource Management**

*Identification, recruitment, and retention of a competent workforce; Public Service Motivation; managing diversity and cultivating a quality work environment; employee rights and obligations; unionization and collective bargaining*

Readings: HS, Chapter 3  

**Class 4. Decision Making**

*Critical thinking; the nature of decision making; various theories and models of decision making (rational, bargaining, participative, public choice, consensus); dysfunctional decision making (groupthink); limits on decision making (uncertainty, crises)*

Readings: HS, Chapter 4  

**Case Study Assignment # 1 Due**
**Class 5. Politics and Public Administration**

Legislative and bureaucratic processes; discretion; administrative reform; accountability; separation of powers; oversight

Readings: HS, Chapter 5  

**Class 6. Intergovernmental Relations**

Federalism; grants; contracts; contracting; hollow state; public-private partnerships; implementation problems

Readings: HS, Chapter 6  

**Class 7. Performance Management**

Importance of knowledge training and sharing; total quality management; issues in organization responsiveness; measuring performance to improve performance; how to interpret results, and identify and understand key indicators; role of privatization in government performance.

Readings: HS, Chapter 7  

**Class 8. Program Evaluation**

Program evaluation; general logic model; methods to collect and use; various program evaluation models, ethical concerns.

Readings: HS, Chapter 8

**Class 9. Budgeting**

Budgeting process; types of budgets; sources of money; theories of budgeting and financial management.

Readings: HS, Chapter 9
Case Study Assignment #2 Due

Class 10. Leadership
*Management functions; leadership theories; types of leadership power*

Readings: HS, Chapter 10

Class 11. Ethics
*What are ethics; bureaucracy and ethics; formal rules and bureaucratic discretion; various ethical frameworks; accountability.*

Readings: HS, Chapter 11

Class 12. Technology and Public Administration
*Technology organization; e-government; the network and its security; knowledge management; trends and opportunities facing public managers.*

Readings: HS, Chapter 12

Class 13. Public Service and Popular Culture
*The public image of public servants; stereotypes and realities; capturing the attention of youth; networks and professional organizations.*

Readings: HS, Chapter 13

Class 14. The Future of Public Administration
*Governance networks; performance measurement; emergency management; citizen participation; globalization; accountability; transparency; diversity.*

Readings: HS, Chapter 14

Assignments

I. Blog posts and mini-essays

Each week students will be expected to turn in a short piece of writing (approximately 500 words). Some weeks the student will submit a blog post of the student’s reaction to the readings. In other weeks, the student will submit to the instructor the response to a specific prompt.

Reflection papers must be posted to the class Laulima site in the ‘blog’ section by Monday at 8pm. These blog posts should be clear to read and understand, with proper sentence structure and grammar. Students are encouraged to read each other’s blog posts so that we can have a class discussion about them. It may be helpful to bring a copy of your post to class with you as well, especially if you are shy and do not feel comfortable talking in class.

Mini-essays are to be handed in at the start of class, the week after that topic is discussed.

The lowest grade on one of your reflection papers or mini-essays will be dropped.

Some notes about what I look for when grading your reflection papers:
Tied into the class readings and discussions
Connected class readings to real world experience
Synthesized multiple readings
Posed insightful comments/questions about implications/meaning of readings

II. Case Studies

Case Studies will be posted on Blackboard two weeks before the due date. Case Studies will be accompanied with questions. Each question is to be answered and completed in a word document double spaced and no longer than two pages. The Case Study assignments are to be sent to the instructor via email prior to class meeting time on the due date.

III. Final Case assignment

The purpose of the Case Analysis Paper is to apply the theory and concepts from the course to a practical, applied case. To analyze a case, you critically examine the organizational, political, social, and ethical issues confronted in the case. Most often you will need to read the case several times once to grasp the overall picture of the situation and then to discover and understand the specific problems, dynamics, and work environment from the case.

The case analysis requirements are as follows:
• Develop an overview of the case that summarizes relevant public, organizational, management and leadership issues
• Analyze the case based on public administration theory and practice as presented in the textbook, lectures, supplemental readings, and other outside reference sources with a focus on how the case helps us better understand public management functions and processes in public organizations.

• Apply the concepts, tools and methods to the case based on class lectures and discussions, and personal experience.

• Recommend a course of action to address the problems and/or issues presented in the case.

In no more than sixteen (16) pages, support your analysis with material from the text and other outside reference sources. A minimum of six (6) outside reference sources must be used and properly cited.

Writing Guidelines
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