**NC STATE UNIVERSITY, SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS**

**PS 312: INTRODUCTION TO PUBLIC ADMINISTRATION**

**SPRING 2022**

**Instructor:** Paige L. Moore, MSW (she/her/hers) **Meeting Time:** (T/TH) 10:15 AM – 11:30 PM

**Campus Office:** Winston Hall, Room 122 **Classroom:** Winston Hall, Room 129

**Office Hours:** By appointment/Zoom **Telephone:** 704.301.5516 (Cell)

**Email:** [plmoore2@ncsu.edu](mailto:plmoore2@ncsu.edu)

**COURSE OVERVIEW.** The purpose of this course is to introduce students to the subject of Public Administration as a field of intellectual inquiry and as a field of professional activity. The course begins with an intensive look at the constitutional and theoretical foundations of American public administration. Students will learn how important founding principles such as federalism, separation of powers, equity, and democratic accountability impact public organizations today. The theories underlying the structure of bureaucratic organizations are compared and contrasted. After laying bare the theoretical/conceptual basis for the field, the focus shifts to the more practical concerns of public administrators including budgeting and financial management, labor-management relations, and human resources management. The course concludes with a series of discussions on current trends in public management with primary emphasis given to such topics as performance measurement, benchmarking, intersectoral collaboration, and privatization.

This class is delivered through a variety of teaching modalities including lectures, group discussions, computer labs, and role-playing simulations. Class may occasionally take place over Zoom with advance notice.

**NAME & PRONOUNS** All students will be asked to identify the name that they would like to be called and their pronouns. [Students can learn more about pronouns and update their pronouns and/or gender identity in MyPack Portal](https://studentservices.ncsu.edu/your-resources/privacy/pronouns-and-gender-identity/).

**COMMUNICATION & MEETINGS** As this is a professional setting, please remember to remain professional in all communication with myself and/or other instructors.

I will be hosting both in-person and online office hours. Students may also request meetings with me at any time. Although I have a listed office on the syllabus, I do utilize a shared office space with others and might request to move the meeting to the library where I can reserve a room or move the meeting to Zoom due to COVID-19 office capacity rules.

**ETIQUETTE & NETIQUETTE** As we will be discussing American Government and current events, chances are that someone in the room will have an opinion that you disagree with. Remember that the physical classroom and online classroom (Moodle/Zoom) are both professional environments. As such, conduct yourself in a professional manner. This class will observe a “one diva, one mic” rule where one person speaks at a time.

All students and instructors are required to follow NC State mask guidelines.

**COURSE PREREQUISITES.** None

**GENERAL EDUCATION REQUIREMENT (GER) DESIGNATION.** None

**LEARNING OUTCOMES.** By the end of the course, students will be able to:

1. describe the historical, theoretical, and political context of public administration in America;
2. navigate through ethical dilemmas commonly confronted by career public servants using the ethics problem solving model;
3. discuss the role of public administrators in the development, implementation, and evaluation of public policies;
4. prepare a line-item budget using the latest computer applications;
5. analyze a municipal budget document and other financial statements;
6. demonstrate a working knowledge of the collective bargaining cycle through participation in a contract negotiation simulation; and
7. apply the latest public management techniques (critical path method, SWOT) to issues facing public service organizations.

**COURSE MATERIALS.** There is one assigned textbook for this course: Shafritz, Jay M. et al. 2017. *Introducing Public Administration*, 9th ed. New York: Routledge. ISBN 978-1-138-66634-4 ($135). Additional readings and materials are available on the class Moodle site.

**COURSE REQUIREMENTS AND EVALUATION.** Student performance is evaluated in three ways – through in-class examinations, homework individual/group assignments, and active class participation. The following is a breakdown of basic course requirements with accompanying percentages for final grade computation.

Mid-Term Examination 25%

Final Examination 25%

Attendance & Active Participation 10%

Homework Assignments

I. Government Structure 10%

II. Ethical Decision Making 10%

III. Budget Analysis 10%

IV. Strategic Management 10%

Final Grade 100%

The following scale will be used for assigning final grades: A+=97-99, A=93-96, A-=90-92, B+=87-89, B=83-86, B-=80-82, C+=77-79, C=73-76, C-=70-72, D+=67-69, D=63-66, D-=60-62, F=59 or lower.

The examinations in this course are not comprehensive. Students are only responsible for the material covered in the topic areas prior to the exam. Make-up exams will be given only in the case of excused absences (see Attendance section below for further information).

Students will submit four homework assignments. These assignments may be individual or group assignments. I will go over all assignments in class.

Students electing to take the course for credit-only (S/U) should refer to the policy and procedures in the following [regulation](http://policies.ncsu.edu/regulation/reg-02-20-15). Those interested in auditing the course (AU) should refer to the rules specified in the following [regulation](http://policies.ncsu.edu/regulation/reg-02-20-04.).

**ATTENDANCE & ACTIVE PARTICIPATION.** Attendance/Active Participation is required for this course.If you are unable to attend class, please notify me as soon as possible. You are responsible for all work missed and for any assignment announced on the day you were absent. This policy is based upon [NC State Attendance Policy](http://policies.ncsu.edu/regulation/reg-02-20-03). Students are responsible for materials covered in the reading, lectures, and group discussions. If you are unable to attend class, you are responsible for obtaining this material. If you do not understand materials presented in any of the above formats, it is your responsibility to seek clarification. I will share a [PS 312 Google folder](https://drive.google.com/drive/folders/1ixgXaqgY6LttYRJeVALzHXDFBua851wf?usp=sharing) for the class where students can take notes as a class and tag me in questions. This will be discussed in class.

To receive full participation credit, you must attend class regularly and participate meaningfully in discussions. Students who are physically present for class discussions but do not engage in discussions may be marked absent. I understand that sometimes students will be late or miss class for personal reasons, however, repeated excessive tardiness may result in being marked absent for class and impact the overall course grade.

**INCOMPLETE GRADES AND LATE ASSIGNMENTS.** Incomplete grades will be given only when a student cannot complete the course due to unforeseeable circumstances beyond their control and has done most of the work for the course (types of work that can be made up would be a final exam or an assignment or two). For late assignments, the grade will be reduced by one third of a letter grade for each day late (from A to A-, from B+ to B, etc.). In the case of an excused absence, students will need to discuss an alternate due date.

**ACADEMIC INTEGRITY**. Students are responsible for familiarizing themselves with the University’s policy on academic integrity found in the Code of Student Conduct. [The code is available online](http://policies.ncsu.edu/policy/pol-11-35-01). The instructor maintains high expectations concerning honesty in the completion of all tests and assignments. Your signature on any test or assignment means that you have neither given nor received unauthorized aid. If you have any questions regarding this policy (e.g., when is it acceptable to work on an assignment with others), please feel free to discuss with me at any time.

**STUDENTS WITH DISABILITIES.** Reasonable accommodations will be made for students with verifiable disabilities. To take advantage of available accommodations, students must register with the [Disability Resource Office](https://dro.dasa.ncsu.edu/).). [More information on NC State's policy on working with students with disabilities, please see the Academic Accommodations for Students with Disabilities Regulation](http://policies.ncsu.edu/regulation/reg-02-20-01).

**ANTI-DISCRIMINATION STATEMENT.** NC State University provides equality of opportunity in education and employment for all students and employees. Accordingly, NC State affirms its commitment to maintain a work environment for all employees and an academic environment for all students that is free from all forms of discrimination. Discrimination based on race, color, religion, creed, sex, national origin, age, disability, veteran status, or sexual orientation is a violation of state and federal law and/or NC State University policy and will not be tolerated. Harassment of any person (either in the form of quid pro quo or creation of a hostile environment) based on race, color, religion, creed, sex, national origin, age, disability, veteran status, or sexual orientation also is a violation of state and federal law and/or NC State University policy and will not be tolerated. Retaliation against any person who complains about discrimination is also prohibited. [NC State’s policies and regulations covering discrimination, harassment, and retaliation.](http://policies.ncsu.edu/regulation/reg-04-05-02%20and%20http:/policies.ncsu.edu/regulation/reg-04-25-02)  Any person who feels that he or she has been the subject of prohibited discrimination, harassment, or retaliation should contact the Office for Equal Opportunity (OEO) at 515-3148.

**BASIC NEEDS SECURITY.** Any student who faces challenges securing adequate food or housing or believes this may affect their performance in this course may contact the Student Ombuds Services at 513-3401. [For more information](https://dasa.ncsu.edu/pack-essentials/).

**COURSE EVALUATION.** Online class evaluations will be available for students to complete during the final weeks of the semester. Students will receive an email message directing them to a website where they can login using their Unity ID and complete evaluations. All evaluations are confidential. The [evaluation website](https://isa.ncsu.edu/for-the-pack/classeval/).

Students will also be given the opportunity to provide the instructor with anonymous feedback throughout the course using [this link](https://docs.google.com/forms/d/e/1FAIpQLScFX-c0j3sjnZjSBLGf68M7_5FXzgNayupLWHUz8puRn7Adjw/viewform).

**COURSE SCHEDULE.** *Please note that the schedule is tentative and subject to change.*

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| **Week** | **TOPIC** | **Readings and Assignments** |
| *Week 1:*  JAN. 11/ 13 | JAN. 11 - **Course Introduction** - Overview of course requirements  - Personal introductions- Perceptions of American Public Administration | Read syllabus and familiarize yourself with the Moodle course page. |
| JAN. 13 - **Approaching the Study of Public Administration** - Defining the concept - Principal structures of the executive branch | Shafritz et al., Chapter 1 |
| *Week 2:*  JAN. 18/ 20 | JAN. 18 - **Approaching the Study of Public Administration** - Defining the concept - Principal structures of the executive branch | Shafritz et al., Chapter 1 |
| JAN. 20 - **Constitutional Context: Federalism & Separation of Powers** - Definition of federalism  - Relationship to separation of powers  \*Questions due for City Council Member Jonathan Melton\* | Shafritz et al., Chapter 3 (pp. 85-118) |
| *Week 3:*  JAN. 25/ 27 | **CLASS VIA ZOOM** – Guest Speaker Council Member Jonathan Melton, Raleigh City Council  JAN. 25 - **Constitutional Context: Federalism & Separation of Powers** - Definition of federalism  - Relationship to separation of powers | Shafritz et al., Chapter 4 |
| JAN. 27 - **Constitutional Context: Federalism & Separation of Powers** - Definition of federalism  - Relationship to separation of powers  \*Questions due for Sgt. Jason Borneo\* | Shafritz et al., Chapter 4 |
| *Week 4:*  FEB. 1/ 3 | **CLASS VIA ZOOM** – Guest Speaker Sgt. Jason Borneo, Raleigh Police Department (10:30 AM – 11:00 AM)  FEB. 1 - **Administrative Ethics** - Levels of ethics - Kohlberg's stages of moral development - Ethics problem solving model  FEB. 3 - - **Administrative Ethics** - Levels of ethics - Kohlberg's stages of moral development - Ethics problem solving model  *\*Government Structure Assignment Due February 3 at 11:59 PM\** | Svara, Chapter 2 |
| *Week 5:*  FEB. 8/ 10 | FEB. 8/ 10 - **The Public Policy Process** - Steps in policymaking process - Critical Path Method (CPM) | Shafritz et al., Chapter 2  Huddleston and Dresang, Exercise 17 |
| *Week 6:*  FEB. 15/ 17 | FEB. 15/ 17 - **Organization Theory and Behavior** - Classical Theories (Weber, Taylor, Gulick) - Human Relations (Mayo, Maslow, McGregor) | Shafritz et al., Chapter 6 |
| *Week 7:*  FEB. 22/ 24 | FEB. 22/ 24 - **Organization Theory and Behavior** - Modern Theories  - Bureaucratic Structures (pyramid/matrix, line/staff)  *\*Ethical Decision Making Assignment Due February 22, at 11:59 PM\** | Shafritz et al., Chapter 7 |
| *Week 8:*  MAR. 1/ 3 | MAR. 1 - **Catch-up/ Review**  MAR. 3 - **Mid-Term Exam** |  |
| *Week 9:*  MAR. 8/ 10 | MAR. 8/ 10 - **Public Budgeting** - Budget process and terminology - Federal budget update - How to read a municipal budget | Shafritz et al., Chapter 13 (pp. 507-528) |
| *Week 10:*  MAR. 14-18 | **SPRING BREAK – NO CLASS** |  |
| *Week 11:*  MAR. 22/ 24 | MAR. 22/ 24 - **Public Budgeting (continued)**  - Strategies for protecting your budget | Dresang, Exercise 16 |
| *Week 12:*  MAR. 29/ 31 | MAR. 29- **Budgeting wrap-up/** **Personnel Administration** - Sources of government revenue - Debt administration  - History of the civil service system - The personnel function  MAR. 31 - **Personnel Administration** - History of the civil service system - The personnel function  - Public sector labor relations - Collective bargaining  *\*Homework 3 - Budget Analysis Assignment Due March 31 at 11:59 PM\** | Shafritz et al., Chapter 13 (pp. 529-555)  Shafritz et al., Chapter 11  Dresang, Exercise 15 |
| *Week 13:*  APR. 5/ 7 | APR. 5/ 7 - **Reforming Public Administration** - Downsizing,  - Strategic Management  **-** Government Performance  - Common-pool resource stewardship | Shafritz et al., Chapter 9  Kidwai, A. H., & de Oliveira, A. C. (2020). Threshold and Group Size Uncertainty in Common-pool Resources: An Experimental Study. *Public Finance Review*, *48*(6), 751-777. |
| *Week 14:*  APR. 12/ 14 | APR. 12/ 14 - **Reforming Public Administration/Social Equity in PA** - Downsizing,  - Strategic Management  **-** Government Performance | Chapter 12 |
| *Week 15:*  APR. 19/ 21 | APR. 19 - **Privatization/Alternative Service Delivery/Future of PA** - Definition and types of privatization - Partnerships/Networks  - Megatrends  *\*Homework 4 - Strategic Management Assignment Due April 19 at 11:59 PM\**  APR. 21 – **Catch-up/Review** - Review for final exam | Shafritz et al., Chapter 3 (pp. 118-125)  Guy and Rubin, “Looking Back, Moving Forward” |
| APR: 26 - 27 | **READING DAYS - *FINAL EXAM OPENS 4.26.22*** |  |
| MAY 3 | ***FINAL EXAM DUE at 11:59 PM*** |  |