

PADM520

STUDENT WARNING: This course syllabus is from a previous semester archive and serves only as a preparatory reference. Please use this syllabus as a reference only until the professor opens the classroom and you have access to the updated course syllabus. Please do NOT purchase any books or start any work based on this syllabus; this syllabus may NOT be the one that your individual instructor uses for a course that has not yet started. If you need to verify course textbooks, please refer to the online course description through your student portal. This syllabus is proprietary material of APUS.

Course Summary

Course : PADM520 **Title :** Public Administration in Society

Length of Course : 8

Prerequisites : N/A **Credit Hours :** 3

Description

Course Description: The study and practice of public administration is explored in its political context. The student is introduced to the environment within which public administration functions and the dynamics of behavior within large organizations. How choices are made among competing policies, factors affecting the implementation of policy, and the role of policy evaluation in shaping policy choices are examined. Managing large scale bureaucratic organizations is analyzed including the role of leadership, the management of personnel and finances, and the role of communication in inter- and intra-organizational relations.

Course Scope:

This course introduces the student to the fundamental attributes of Public Administration and provides the student with the analytical tools to comprehend and explain Public Administration and society policy behavior of states and localities. PADM520 also provides the intellectual foundation for further study in the field of Public Administration. Students will consider approaches to managing large scale bureaucratic organizations, including the role of leadership, the management of personnel and finances and the important role that communication plays in inter- and intra-organizational relations. Perhaps more importantly, students will grapple with the problem of managing to achieve organizational goals in a political context.

The purpose and scope of this course is to describe the fundamental attributes of Public Administration and to provide the student with the analytical tools to comprehend and explain Public Administration and society policy behavior of states. PADM520 also provides the intellectual foundation for further study in the field of Public Administration.

Objectives

The successful student will fulfill the following learning objectives:

1. Analyze the evolution of public administration in America
2. Assess the validity of the politics-administration dichotomy
3. Assess the structure of public agencies and their administration to include finance and personnel management
4. Evaluate the role of the Bureaucracy in implementing, interpreting, establishing, evaluating, and

- enforcing public policy at the various levels of state and local government
5. Assess the impact of public opinion and political socialization on public administration at the federal level
 6. Assess the impact of interest groups, political parties, campaigns, and the media on public administration
 7. Evaluate the importance of communicating with these different constituencies.
 8. Assess the role the citizen and community play in public administration at the local level
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Outline

Week 1: Introduction to Central Issues

Learning Objectives

LO2

LO6

LO7

LO8

Readings

Box, R. C. (2014). *Public administration and society: critical issues in American governance*. (Third Edition)

Preface and Part One - pp. 3-38

Articles:

Meier, Kenneth (January 2015). Proverbs and the Evolution of Public Administration. *Public Administration Review*, 75(1); 15-24.

Johnson, Norman and Svara, James. (2011). Justice for All: Promoting Social Equity in Public Administration.

Chapter 1, "Social Equity in American Society and Public Administration." M.E. Sharpe. Posted in Resources section.

Assignment

Intro Forum and Forum 1

Week 2: Creating a New Democracy

Learning Objectives

LO1

LO5

LO6

Readings

Box, R. C. (2014). *Public administration and society: critical issues in American governance*. (Third Edition)

Part Two - pp. 39-90

Articles:

Skelley, B Douglas (Winter 2008). The Persistence of the Politics-Administration Dichotomy: An Additional Explanation. *Public Administration Quarterly*. 32(4); 549-570.

Morgan, D. F., Kirwan, K. A., Rohr, J. A., Rosenbloom, D. H., & Schaefer, D. L. (2010). Recovering, Restoring, and Renewing the Foundations of American Public Administration: The Contributions of Herbert J. Storing. *Public Administration Review*, 70(4); 621–633. doi:10.1111/j.1540-6210.2010.02183.x

Bilmes, Linda J. (December 2011). How Would Publius Envision Civil Service Today? *Public Administration Review*. 71(S1); pp. s98-s104.

Newbold, Stephanie P. (December 2011). Is Transparency Essential for Public Confidence in Government? *Public Administration Review*. 71(S1); pp. s47-s52.

Perry, James L. (December 2011). What Happened to Public Service Ideal? *Public Administration Review* pp. s143-s147.

Bingham, Lisa and O'Leary, Rosemary. (December 2011). Is the Past Relevant to

Today's Collaborative Management? *Public Administration Review*. 71(S1); pp. s78-s82.

Rosenbloom, David H. (December 2011). How Do Factions Affect the President as Administrator-in-Chief? *Public Administration Review*. 71(S1); pp. s22-s28.

Assignment

Forum 2

Week 2 Assignment - Daily Briefing Memo

Week 3: Community and the Individual

Learning Objectives

LO7

LO8

Readings

Box, R. C. (2014). *Public administration and society: critical issues in American governance*. (Third Edition)

Part Three - pp. 91-148

Articles:

Fischer, Claude S. (2008). Paradoxes of American Individualism. *Sociological Forum*, Vol. 23, No. 2, DOI: 10.1111/j.1573-7861.2008.00066.x Retrieved from http://sociology.berkeley.edu/sites/default/files/faculty/fischer/Fischer_Paradoxes%20of%20Individualism_20

Young, Frank. (May 2012). Community Types and Mortality in Georgia Counties. *Social Indicators Research*. 107(1); pp. 71-78.

Bozeman, Barry. (October 2007). Public Values and Public Interest: Counterbalancing Economic Individualism. Georgetown University Press. **Chapter 1:** "The Privatization of Public Value." 22 pp.

Assignment

Forum 3

Week 4: Public Organizations and Policy

Learning Objectives

LO1

LO2

LO6

Readings

Box, R. C. (2014). *Public administration and society: critical issues in American governance*. (Third Edition)

Part Four - pp. 149-212

Articles:

Agranoff, R. (2011). Federalist No. 44: What Is the Role of Intergovernmental Relations in Federalism? *Public Administration Review*, 71, s68–s77. doi:10.1111/j.1540-6210.2011.02464.x

Baracskey, Daniel. (October 2013). Future Directions in Intergovernmental Relations. *Journal of Health and Human Services Administration*. 36(2); pp. 252-269.

Assignment

Forum 4

Week 4 Assignment - Background Reading

Week 5: Values and Public Administration

Learning Objectives

LO3

LO4

LO8

Readings

Box, R. C. (2014). *Public administration and society: critical issues in American governance*. (Third Edition)

Part Five - pp. 213-270

Articles:

Fiorino, D. J. (2010). Sustainability as a Conceptual Focus for Public Administration. *Public Administration*

Review, 70, s78–s88. doi:10.1111/j.1540-6210.2010.02249.x

Apaza, Carmen R. (2011). Integrity and Accountability in Government: Homeland Security and the Inspector General. Chapter 3: "The Inspector General Concept." Ashgate Publishing. pp. 25-45.

Molina, Anthony D. (Summer 2009). Values in Public Administration: The Role of Organizational Culture. *International Journal of Organizational Theory and Behavior*. 12(2); pp. 266-279.

Goodsell, Charles T. (July/August 2006). A New Vision for Public Administration. *Public Administration Review*. 66(4); pp. 623-635.

Moynihan, Donald P. (July 2008). Public Management in North America. *Public Management Review*. 10(4); pp. 481-492.

Assignment

Forum 5

Week 6: Public Sector Practitioner

Learning Objectives

LO3

LO8

Readings

Box, R. C. (2014). *Public administration and society: critical issues in American governance*. (Third Edition)

Part Six - pp. 271-316

Articles:

Wright, B. E., & Grant, A. M. (2010). Unanswered Questions about Public Service Motivation: Designing Research to Address Key Issues of Emergence and Effects. *Public Administration Review*, 70(5); 691–700. doi:10.1111/j.1540-6210.2010.02197.x

Balutis, Alan P., Terry Buss, and Dwight Ink (eds). (2011). *Transforming American Governance: Rebooting the Public Square*. Routledge. Chapter 2: "Administration in the Coming Public era" by H. George Frederickson Chapter 3: "Crises, Governance, and the Administrative State in a Post-Neoliberal World" by Robert F. Durant Chapter 21: "The Evolution of Collaboration" by Lena Trudeau

Assignment

Forum 6

Week 6 Assignment - Presentation Exercise

Week 7: New Public Service

Learning Objectives

LO3

LO8

Readings

Denhardt, Janet and Robert Denhardt. (2015) *The New Public Service: Serving, not Steering*. New York: Routledge. (4th edition)

Chapters 2, 3, and 7

Articles:

Pandey, S. K. (2010). Cutback Management and the Paradox of Publicness. *Public Administration Review*, 70(4); pp. 564–571. doi:10.1111/j.1540-6210.2010.02177.x

Besley, Timothy and Andrea Pratt. (June 2006). Handcuffs for the Grabbing Hand? Media Capture and Government Accountability. *American Economic Review*. 96(3); pp. 720-736.

Heinrich, Carolyn J. (November 2002). Outcomes-Based Performance Management in the Public Sector: Implications for Government Accountability and Effectiveness. *Public Administration Review*. 62(6); pp. 712-725.

Assignment

Forum 7

Week 8: Rowing, Steering, or Service?

Learning Objectives

LO3

LO8

Readings

Denhardt, Janet and Robert Denhardt. (2015) *The New Public Service: Serving, not Steering*. New York: Routledge. (4th edition)

Chapters 8, 9, and 11

Articles:

Paarlberg, L. E., & Lavigna, B. (2010). Transformational Leadership and Public Service Motivation: Driving Individual and Organizational Performance. *Public Administration Review*, 70(5); pp. 710–718. doi:10.1111/j.1540-6210.2010.02199.x

Lee, Y., & Wilkins, V. M. (2011). More Similarities or More Differences? Comparing Public and Nonprofit Managers' Job Motivations. *Public Administration Review*, 71(1); pp. 45–56. doi:10.1111/j.1540-6210.2010.02305.x

Word, Jessica and Park, Sung-Min. (February 2015). The New Public Service? Empirical Research on Job Choice Motivation in the Non-Profit Sector. *Personnel Review*. 44(1); pp. 91-118.

Assignment

Forum 8

Assignment Week 8 - Final Paper

Evaluation

Grading:

Name	Grade %
Forums	40.00 %
Week 1 Forum	5.00 %
Week 2 Forum	5.00 %
Week 3 Forum	5.00 %
Week 4 Forum	5.00 %
Week 5 Forum	5.00 %
Week 6 Forum	5.00 %
Week 7 Forum	5.00 %
Week 8 Forum	5.00 %
Written Exercises	30.00 %
Daily Briefing Memo - Week 2	10.00 %
Background Reading - Week 4	10.00 %
Presentation Exercise - Week 6	10.00 %
Final Project	30.00 %
Research Paper - Week 8	30.00 %

Materials

Book Title: Public Administration and Society: Critical Issues in American Governance, 3rd ed.

Author: Richard C. Box

Publication Info: M.E. Sharpe

ISBN: 9780765635358

Book Title: The New Public Service: Serving, Not Steering, 4th ed. (this title will be required in PADM500, PADM505, PADM520, PADM530, PADM610, PADM612, PADM697 and PADM699. Only one purchase required)

Author: J. Denhardt and R. Denhardt

Publication Info: Routledge

ISBN: 9781138891258

Book Title: Additional reading is found online. Links/URLs are provided inside the classroom.

Author: N/A

Publication Info: N/A

ISBN: N/A

Required Readings:

All of the assigned articles can be found either in e-reserves or by searching the APUS library. See the weekly readings in the lessons for more information.

Web Sites

In addition to the required course texts, the following public domain web sites are useful. Please abide by the university's academic honesty policy when using Internet sources as well. Note web site addresses are subject to change.

Site Name	Web Site URL/Address
ASPA	http://www.aspanet.org/public/
ICMA	http://icma.org/en/icma/home
Governing	http://www.governing.com/
APSA	http://www.apsanet.org/

Course Guidelines

Citation and Reference Style

- Attention Please: Students will follow the APA Format as the sole citation and reference style used in written work submitted as part of coursework to the University. Assignments completed in a narrative essay or composition format must follow the citation style cited in the APA Format.

Tutoring

- [Tutor.com](http://www.tutor.com) offers online homework help and learning resources by connecting students to certified tutors for one-on-one help. AMU and APU students are eligible for 10 free hours* of tutoring provided by APUS. Tutors are available 24/7 unless otherwise noted. Tutor.com also has a SkillCenter Resource Library offering educational resources, worksheets, videos, websites and career help. Accessing these resources does not count against tutoring hours and is also available 24/7. Please visit the APUS Library and search for 'Tutor' to create an account.

Late Assignments

- Students are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule. The due date for each assignment is listed under each Assignment.
- Generally speaking, late work may result in a deduction up to 20% of the grade for each day late, not to exceed 5 days.
- As a working adult I know your time is limited and often out of your control. Faculty may be more flexible if they know ahead of time of any potential late assignments.

Turn It In

- Faculty may require assignments be submitted to Turnitin.com. Turnitin.com will analyze a paper and report instances of potential plagiarism for the student to edit before submitting it for a grade. In some cases professors may require students to use Turnitin.com. This is automatically processed through the Assignments area of the course.

Academic Dishonesty

- Academic Dishonesty incorporates more than plagiarism, which is using the work of others without citation. Academic dishonesty includes any use of content purchased or retrieved from web services such as CourseHero.com. Additionally, allowing your work to be placed on such web services is academic dishonesty, as it is enabling the dishonesty of others. The copy and pasting of content from any web page, without citation as a direct quote, is academic dishonesty. When in doubt, do not copy/paste, and always cite.

Submission Guidelines

- Some assignments may have very specific requirements for formatting (such as font, margins, etc) and submission file type (such as .docx, .pdf, etc) See the assignment instructions for details. In general, standard file types such as those associated with Microsoft Office are preferred, unless otherwise specified.

Disclaimer Statement

- Course content may vary from the outline to meet the needs of this particular group.

Communicating on the Forum

- Forums are the heart of the interaction in this course. The more engaged and lively the exchanges, the more interesting and fun the course will be. Only substantive comments will receive credit. Although there is a final posting time after which the instructor will grade comments, it is not sufficient to wait until the last day to contribute your comments/questions on the forum. The purpose of the forums is to actively participate in an on-going discussion about the assigned content.
- “Substantive” means comments that contribute something new and hopefully important to the discussion. Thus a message that simply says “I agree” is not substantive. A substantive comment contributes a new idea or perspective, a good follow-up question to a point made, offers a response to a question, provides an example or illustration of a key point, points out an inconsistency in an argument, etc.
- As a class, if we run into conflicting view points, we must respect each individual's own opinion. Hateful and hurtful comments towards other individuals, students, groups, peoples, and/or societies will not be tolerated.

University Policies

[Student Handbook](#)

- [Drop/Withdrawal policy](#)
- [Extension Requests](#)
- [Academic Probation](#)
- [Appeals](#)
- [Disability Accommodations](#)

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