A. Course Description
The course introduces students to the concepts and practices of public administration primarily from the standpoint of institutional framework and intellectual development of American administrative practices. Case studies, experiential exercises, and other projects are used to help expose students to administrative practices. The course will be conducted as a seminar, though there will be some lecturing by the professor. Class participation is important; each student should come to class prepared to participate in discussions.

B. Course Objectives
• To understand major concepts, theories, and issues significant to public administration.
• To appreciate the multiple perspectives, values, and ethical challenges of administration.
• To develop analytic skills necessary to understand the legal, political, administrative, and behavioral contexts of public administration.
• To obtain prerequisite knowledge for more in-depth course work in public administration.
• To impart and develop analytical thinking skills through practice.

C. Text Books
• On-line Articles are available in blackboard

D. Grading
The grading for the semester is based on the following criteria:

- City Government Research Project 20%
- Exams (30+30): 60%
- Case Analyses: 10%
- Class participation (+Homework assignments): 10%

E. Exams
We have midterm and final. Each exam will contain new material, but the final exam will be cumulative. The examination will be based on lectures, texts, class activities, discussions in class. Exam will be in class and closed book, requiring essays and short answers- predominantly essays. Exam cannot be made up unless
you notify the professor before the time of an exam that you cannot take the exam. A missed exam may be excused with the proper documentation of illness or personal tragedy.

F. Group Project: City Government Research Project

Team projects allow students to simulate what goes on in real world public administration. Since government projects are rarely carried out and written up by one individual, I feel strongly that students in public administration should be exposed to this type of activity- to difficulties and rewards of working together with various kinds of people.

- Student research team is asked to select one city government in DFW metropolitan area for preparing analytical research about political, economic, and social structures and its one most urgent issue. And each team is asked to prepare a presentation to the class on one of the real, urgent and important issues confronting your chosen city and offer policy alternative to improve (or resolve) the issue that are analyzed.
- Groups with three or four students will be randomly assigned to create a research team in 2nd class of semester. And this research team will develop a professional report and present research results and recommendations to the class on April 25.
- To prepare for this project, students need to obtain professor approval of the agency selection by February 14. It is required to obtain interview opportunities of executive level officer who understand general administration the organization. Interviews may be conducted in person or by phone, depending on the location of the agency and the preferences of the agency officials.
- Key task for this project is to gather information from interviews with agency officials, published documents, and other sources that permit you to describe and evaluate key policies and practices in the agency.
- The research paper should be prepared in a format and style appropriate for delivery to the agency or jurisdiction administrator, including a transmittal a title page identifying the names of all team members, an abstract (words limit: 200) highlighting the research findings and recommendations, and a clearly organized and professionally written report. Each team will make a presentation to the class on the findings of their research which will serve as the basis for collective discussion of the broader issues within class.
- Written report must be 18-20 pages in length, not including title page, an abstract and references.
- All articles and books used in report should be fully referenced on a separate reference page. As proper citation is a key part of any research assignment, it is imperative that you utilize proper citing and quoting techniques in this paper. In this class, you can use any formal citation formats such as APSA, MLA or Chicago styles. UNT library offers free tutoring for students. (check out: http://www.library.unt.edu/govinfo/browse-topics/citation-guides-and-style-manuals/citation-guides-and-style-manuals)
- Final paper must be prepared in MS Word format and turned in electronically to the blackboard/City Government Research Project folder by May 9. One submission per team will be sufficient. Late papers will not be accepted.
- Each group will formally present their findings and analyses in the class symposium session scheduled on April 25. The presentation should be 15 minutes in length to be followed by questions from the class.
• I encourage each group to schedule a meeting with me for the discussion of the research development.
• Grading will have both group and individual components to inhibit free-riding behavior. That is, each group member will have specific tasks and components of the discussion leading for which he/she is responsible.
• See appendix X for the suggested contents for this city research project.

G. Case Analyses
This class assigns two case analyses during the semester. Analyses are due at the beginning of class on the date specified in the syllabus. Assignments should be submitted on MS Word format to the Blackboard/Case Analyses folder. Be sure to follow the guideline on Appendix Y.

In class, students will share analysis, participate in the discussions and offer constructive criticism to classmates.

Preparing for the case discussion means answering the following general questions:
• Who is the decision maker in the case? What decision is to be made?
• What are the decision maker’s objectives?
• Are there other important actors? What are their objectives?
• What are the key issues, i.e., questions which must be addressed or points which must be resolved in order to reach a decision?
• What is the environment in which the decision is to be reached, i.e., specific constraints and opportunities affecting the decision?
• What specific alternative actions can the decision maker take? With what consequences?
• What would I do? Why?

H. Participation
Students will be expected to be full participants in shaping the character of the seminar; that requires all students to come to class prepared to discuss the readings for each session. Some of the assigned readings are in the form of cases. To prepare for case discussions, you should carefully read and thoroughly analyze the case. The professor would provide a brief lecture to the topic of each class sessions. In order to earn a high grade for participation, students should:
• Attend every class
• Arrive at class on time and stay for the entire class
• Read all the assigned readings and come to class with questions about and thoughts on the readings
• Consistently take an active part in class discussions
• Participate in small group and class discussions of readings and in-class activities

I. Student Perceptions of Teaching (SPOT)
Students are strongly encouraged to complete the Student Perception of Teaching (SPOT) survey. This short survey will be made available on-line at the end of the semester.
J. Blackboard
Blackboard will be used to supplement work in this course ([learn.unnt.edu](http://learn.unnt.edu)). Checking blackboard frequently is advised in order to stay abreast of any and all announcements, and changes. On occasion, the professor will send emails to the entire class via UNT student assigned email accounts.

K. Academic Dishonesty : POLICY ON CHEATING AND PLAGIARISM
Notice of this policy shall be given in all public administration classes each semester, and written copies shall be available in the public administration office.

Definitions
The UNT Code of Student Conduct and Discipline defines cheating and plagiarism “as the use of unauthorized books, notes, or otherwise securing help in a test; copying other’s tests, assignments, reports, or term papers; representing the work of another as one’s own; collaborating without authority with another student during an examination or in preparing academic work; or otherwise practicing scholastic dishonesty.”

Penalties
Normally, the minimum penalty for cheating or plagiarism is a grade of “F” in the course. In the case of graduate departmental exams, the minimum penalty shall be failure of all fields of the exam. Determination of cheating or plagiarism shall be made by the professor in the course, or by the departmental faculty in the case of departmental exams.
Cases of cheating or plagiarism on graduate departmental exams, papers, theses, or dissertations shall automatically be referred to the departmental Curriculum and Degree Programs Committee. Cases of cheating or plagiarism in ordinary course work may, at the discretion of the professor, be referred to the Curriculum and Degree Programs Committee in the case of either graduate or undergraduate students. This committee, acting as an agent of the Department, shall impose further penalties, or recommend further penalties to the Dean of Students, if they determine that the case warrants it. In all cases, the Dean of Students shall be informed in writing of the case.

Appeals
Students may appeal and decision under this policy by following the procedure laid down in the UNT Code of Student Conduct and Discipline.

L. Special Needs
The Department of Public Administration, in cooperation with the Office of Disability Accommodation, complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Please present your written accommodation request during regular office hours before the 12th class day of regular semesters.

M. Student Behavior in the Classroom:
Student behavior that interferes with an instructor’s ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the
student to the Center for Student Rights and Responsibilities to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc.

**N. Course Schedule and Assignments**

Class 1 (Jan 17) Course Introduction and Syllabus Review

Class 2 (Jan 24) Understanding Public Administration
- Shafritz et. al. Chapters 1 and 2.

Class 3 (Jan 31) Intellectual Foundation of Public Administration
- Woodrow Wilson, 1887. “The study of public administration” *Political Science Quarterly*. (Blackboard)
- Case Analysis 1: “The Death and Life of an Agency.” (Blackboard)

Class 4 (Feb 7) Bureaucracy and Democracy
- Shafritz et. al. Chapters 3, and 4.
- Weber. “Characteristics of bureaucracy.” (Blackboard)

Class 5 (Feb 14) Science of Public Administration
- Shafritz et. al. Chapters 6.

Class 6 (Feb 21) Public Sector Ethics and Accountability
- Shafritz et. al. Chapters 5.

Class 7 (Feb 28) Midterm

Class 8 (Mar 7) Class mid review and research workshop

Class 9 (March 14) Spring Break

Class 10 (March 21) New Public Management
• Shafritz et. al. Chapters 8.

Class 11 (March 28) New Public Management
• Shafritz et. al. Chapters 8

Class 12 (Apr 4) Management by Contract
• Romzek & Johnston. “Contracting Accountability in State Medicaid Reform: Rhetoric, Theories and Reality.”
• Case Analysis 2: “Contracting for Mandatory Recycling Services.” (Blackboard)

Class 13 (Apr 11) New Public Service
• Shafritz et. al. Chapters 12
• Denhardt & Dehardt Ch. 1-6, and 8.

Class 14 (Apr 18) Governance Without Government
• Donald Kettl, Managing Boundaries in American Administration: The Collaboration Imperative, Public Administration Review, Special Issue, (December 2006)

Class 15 (Apr 25) Research presentations

Class 16 (May 2) Final exam

Class 17 (May 9) Research project due
Note: The schedule and assignments may be revised as the course progresses and new material becomes available.
Appendix

X. Suggested Contents of the City Government Research Project

Part one. General background information about the city you chose.

- General background: (Please be BRIEF!!) When it was incorporated as a city?
- Demographic facts (comparison will be great!! You can compare your chosen city to county or some neighboring cities) – size measures in terms of pop, median income, per capita revenue, growth (or decline) of population... any current changes?? Density? poverty rate, unemployment rate? Any major development?
- Political structure: Mayor Council vs Council Manager (how strong the mayoral power is? How they elect council members? Term limits? how the specific political structure affects the way the city governs?)
- Fiscal conditions (Revenue, Expenditure, debt... sources of revenue.. property tax, sales tax.. loss of revenue)
- Type of service provision.. ex) contracting city? What kinds of services are provided in house? Which services are contracted out?

Part two. One specific issue or current challenge they are facing with and alternatives to resolve the situation(s)

- Description of issues
- Alternatives to resolve current situation
- Evaluations of those current strategies

Part three. Policy solutions suggested

Clearly define your policy advice(s) to the city in relation to the issue this paper addressed and support your policy solutions based on proper literature and data from interview and review of reports.

One of the following issues confronting the city can be a good topic.

- Science of administration: effectiveness and efficiency
- Politics / administration dichotomy
- Outcome based management: Performance measurement
- Accountability
- Ethics
- Citizen participation
- Active role of administrators in policy making
- Contracting out
- Interlocal collaborations
o Development vs preservation
o Sustainability
o E government: Information technology
o Economic development
o Local redevelopment programs
o City planning – zoning
o Budget cut
o Issues of special districts
o Dealing with homeless
o City transportation / Congestion / Air pollution
o Community parks and recreation
o Strategic planning
o Long term planning
o Intergovernmental relations at the local level
o Local revenues and expenditure
o Losing tax base
o Property taxes
o The problems of annexation
o Human resource problems in the public services
Y. Guide for case analyses

Before you start, consider the purpose of the case and ensure you use a professional quality structure and expressions. Always base your analysis on an issue that has a significant impact on public administration and consider what are the problems that your solution solves. Support your points with proper literature. Use articles and book chapters where applicable to enhance your credibility, but not overload. And use proper citations whenever use other sources of information. In text citation and list of reference are required.

Suggested structure

The purpose of this template is to assist you with the creation of an effective case analysis. Focus on what is critical issue in relation to the public administration and policy decisions and modify this template as necessary. Make sure to have followings:

- Title of case
- Title of assignment
- Your name and date of submission
- Put page numbers
- Reference page

- Your first paragraph is an introduction that briefly describes the key issue of the given case and bring attention to the key idea that you want to address in this analysis. And offer a short direction for this essay. So I suggest your first paragraph should stay in 150-200 words range.

- Responses to the questions: Use proper paragraph structures to assist readers understand specific points that you are arguing. Please stay in 300-500 words. Ensure your responses includes necessary information, and properly supported by relevant literature but keep it concise.

- Concluding remarks: provide a brief summary of the benefits that will be realized by implementing your solution and demonstrate how our solution improved the organization’s operation. Please stay in 150-200 words.

Total word count should be between 600-900. Reference page will not be counted toward word count.