Department of Public Administration  
UNIVERSITY OF NORTH TEXAS  
DENTON

Introduction to Public Administration  
PADM 3000

CH 270  
Tuesday and Thursday  
12.30PM – 1.50PM

Instructor: Simon A. Andrew, PhD [sandrew@unt.edu]  
Ji Sun Ryu, Teaching Assistant [flyjsryu@gmail.com]

Office: Chilton Hall 204A  
Office Hours: Tuesday 2.00–3.30PM  
or by appointment

COURSE DESCRIPTION
This course offers an introduction to public administration in the context of American society. This course is designed to provide undergraduate students with a basic understanding and knowledge of the structures, functions, and processes of administration of the public sector and the policies that effect administration.

Government management and policies, in place for management of public programs, are explored from internal organizational level to inter-organizational level, including dimensions of organizational theory, human resources, financial management, and management techniques.

To effectively accomplish this, class time will divided between lecture, class discussion, and class participation. Preparation for class becomes important in a discussion setting, students are required to complete the readings for each class meeting and be prepared to participate in the discussion of the topic.

COURSE OBJECTIVES
1. To provide a foundation of understanding of public administration in the context of managerial, political, and legal arenas
2. To broadly survey the literature on and contributors to the theoretical and intellectual history of public administration
3. To acquaint the student with the methods and techniques for management and decision-making in the public sector, i.e., policy-making analysis, personnel administration/human resources, budgeting, leadership, intergovernmental relations etc.
4. To reveal the wide range of policy issues confronting public administration, today, and the options available to address these issues.

READING MATERIALS
COURSE GRADING

Grades will be derived from 3 exams and a final paper.

| Exam 1 | 25 % |
| Exam 2 | 25 % |
| Exam 3 | 30 % |
| Final Paper | 20 % |
| Total Score | 100 % |

Grades Breakdown
A = 100–90%  B = 89–80%  C = 79–70%  D = 69–60%  F = 59% below

EXAMS

Exams will cover corresponding chapters of the book & ALL material covered in class, including but not limited to instructor’s lectures and any alternative materials covered prior to exam.

Exams will be divided into TWO parts.
PART 1: There will be 35 multiple choice questions (Maximum Score: 70 points).
PART 2: There will be 5 short questions including definition of concepts and/or terminology (Maximum Score: 30 points).

FINAL PAPER

The final paper should be approximately 8 to 10 pages in length (double-spaced) and should draw from at least 10 credible sources. You will pick one of the following discussion questions as your final paper. Please answer the question thoroughly.

1. Identify and explain the principal components of the policy process. Support your arguments with examples.

2. Explain the concepts of privatization and contracting out. What are the advantages and disadvantages of contracting out?

3. Describe the different approaches to public budgeting and what purpose do they serve?

4. Describe and evaluate the “merit principle” in the civil service system.

5. What is meant by “performance measurements”? Explain why the concept has become popular among public managers.

6. What is “bounded rationality” and how does this concept affect our understanding of managerial tasks? Provide your answer with examples.

7. Compare and contrast the “maximizing” and “satisficing” criteria in modeling the decision-making processes of managers.

8. Describe and critical evaluate the main components of the “New Public Management” movement.
The final paper is due no later than **5PM on 8 May (WEEK 17)**. You can email your research paper to me: sandrew@unt.edu. Please note that there are penalties for late work – 5% penalty for each day late! For example, if your paper is graded at 90%, your final score will be 85.5% if your essay is submitted a day late. The weighted score will be 17.1%.

**STUDENT PERCEPTION 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.

**POLICY ON DISABILITY ACCOMMODATION**
Students with disabilities needing academic accommodation should (1) register with and provide documentation to the Office of Disability Accommodation (ODA); and (2) bring a letter to the instructor indicating the need for accommodation and what type. This should be done during office hours before the 12th class day of regular semesters.

**ACCEPTABLE STUDENT BEHAVIOR**
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. The Code of Student Conduct can be found at [www.unt.edu/csrr](http://www.unt.edu/csrr)
## CLASS SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Time</th>
<th>Topics</th>
<th>Reading</th>
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| **Week 1** | 16th & 18th Jan. | Course Introduction & Expectations  
Personal Action in Public Organization  
*Lecture / Discussion* | Denhardt & Grubbs, Chapter 1. |
|        | 23rd & 25th Jan.  | Personal Action in Public Organization  
*Lecture / Discussion*  
Political Context of Public Administration  
*Lecture* | Denhardt & Grubbs, Chapter 2. |
| **Week 3** | 30th Jan. & 1st Feb. | Political Context of Public Administration  
*Discussion*  
Intergovernmental/Intersectoral Relations  
*Lecture* | Denhardt & Grubbs, Chapters 2 & 3. |
| **Week 4** | 6th & 8th Feb. | Intergovernmental/Intersectoral Relations  
*Lecture / Discussion*  
Workshop I: How to write an essay? | Denhardt & Grubbs, Chapter 3. |
| **Week 5** | 13th & 15th Feb. | Tuesday – Review for Exam Covering Chapters 1, 2, & 3.  
**Thursday (15th February 2018) - Exam I** | |
| **Week 6** | 20th & 22nd Feb. | Budgeting and Financial Management  
*Lecture / Discussion* | Denhardt & Grubbs, Chapter 5. |
| **Week 7** | 27th Feb. & 1st Mar. | Management of Human Resources  
*Lecture / Discussion* | Denhardt & Grubbs, Chapter 6. |
| **Week 8** | 6th & 8th Mar. | Planning, Implementation, and Evaluation  
*Lecture / Discussion* | Denhardt & Grubbs, Chapter 7. |
| **Week 9** | 12 – 16 Mar. | Spring Break | |
| **Week 10** | 20th & 22nd Mar. | Tuesday – Review for Exam Covering Chapters 5, 6, & 7.  
**Thursday (22nd March 2018) - Exam II** | |
| **Week 11** | 27th & 29th Mar. | Managing Organizational Dynamics  
*Lecture / Discussion* | Denhardt & Grubbs, Chapter 8 |
| **Week 12** | 3rd & 5th Apr. | New Public Management, Reinvention, and the Reform of Public and Nonprofit Organizations  
*Lecture / Discussion* | Denhardt & Grubbs, Chapter 9 |
| **Week 13** | 10th & 12th Apr. | Personal Skills in Public Management  
*Lecture / Discussion* | Denhardt & Grubbs, Chapter 10 |
| **Week 14** | 17th & 19th Apr. | Interpersonal Skills and Group Dynamics  
*Lecture / Discussion* | Denhardt & Grubbs, Chapter 11 |
| **Week 15** | 24th & 26th Apr. | Tuesday – Review for Exam Covering Chapters 8, 9, 10, & 11.  
**Thursday (26th April 2018) - Exam III** | |
Week 16  Workshop II: How to write an essay?  
(1st & 3rd May)  
Thursday – Consultation on Final Paper

Week 17  Final Paper Due at 5PM  
(8th May)

**Note: The schedule and assignments may be revised as the course progresses and new material becomes available.**
**CLASS SCHEDULE**

**WEEK 1  Personal Action in Public Organization**

This module will identify several competencies ---serve as thematic devices---that are fundamental for successful managers. We will examine what is meant by “public administration” and its paradox. The “action” perspective will be introduced and the discussion will focus on interactions of activities of management in a complex environment. [Read: Denhardt & Grubbs, Chapter 1]

*Terms/Definitions*

- Democracy
- Autocracy
- Oligarchy
- Individualism
- Equality
- Liberty

*Discussion Question:*

“The distinguish feature of work in public organizations is the focus on pursuit of democratic values.” Explain.

**WEEK 2  Political Context of Public Administration**

This module will examine three major themes: First, it gives an overview of the history, powers, organization and activities of the executive branch at all levels of government in the US. Second, it provides an account of the Congress’ structure, operations, policy roles and interactions with administrative agencies. Third, the roles court play in administrative system. Special attention will be put on typology of policies. [Read: Denhardt & Grubbs, Chapter 2]

*Terms/Definitions*

- Iron Triangle
- Sunset Law
- Sunshine Law
- Executive Order
- Reorganizational Act 1939
- Redistributive Policy
- Regulatory Policy

*Discussion Question:*

Identify and explain the principal components of the policy process.

**WEEK 3  Intergovernmental/Intersectoral Relations**

This module will focus on relationships between public sector organizations. We examine the concept of intergovernmental relations (IGR), i.e., the relations between governmental entities in the US as well as the relationships between governmental and non-governmental organizations in the public sector. A major theme covers issues related to privatization and contracting out of service provision. [Read: Denhardt & Grubbs, Chapter 3]

*Terms/Definitions*

- Block Grant
- Categorical Grant
- Formula Grant
- City’s Charter
- Dillon’s Rule
- Cooperative Federalism
- Federal mandates
- Picket-fence Federalism
- Interorganizational Networks

*Discussion Question:*

Explain the concepts of privatization and contracting out. What are the advantages and disadvantages of contracting out?
WEEK 4  Intergovernmental/Intersectoral Relations (Continue) & Workshop I

This week we continue discuss the structure of intergovernmental relations, which has been transformed by a rapid change in financial resources are exchanged among different levels of government as well as linkages of public programs across various sectors. Workshop I aims to introduce students to how best to answer/structure essay questions.

WEEK 5  Exam Review & Exam 1

Review for Exam - covering Denhardt & Grubbs, Chapters 1, 2, & 3 and other assigned readings to date.
Exam 1 is on Thursday at 12.30PM.

WEEK 6  Budgeting and Financial Management

This module reviews a series of issues, i.e., budget as a tool of management, budgeting strategies and various aspect of budgeting procedures and techniques. From the point of view of the textbook, the most important aspect of a budget is its use as a management tool in planning, control, and management. For instance, as a management tool, the budget steps include budget formation, approval, execution and audit. [Read: Denhardt & Grubbs, Chapter 5]

Terms/Definitions
Line-item Budget  Zero-based Budgeting  Fiscal Policy
Regressive Tax  Progressive Tax
Impoundment  Apportionment

Discussion Question:
Describe the different approaches to public budgeting and what purpose do they serve?

WEEK 7  Management of Human Resources

One of the most important aspects of human resource management is the concept of merit-based civil service personnel system. This module will examine the differences between spoils and merit systems. We will also examine the main components of the personnel function and the changes in relationships between labor and management as well as issues related to employment discrimination. This module will also examine the difficult relations between political appointees and career executives. [Read: Denhardt & Grubbs, Chapter 6]

Terms/Definitions
Pendleton Act  Civil Service Reform Act of 1978  Merit Pay
“Glass Ceiling”  Adverse/Disparate Impact  Affirmative Action

Discussion Question:
Describe and evaluate the “merit principle” in the civil service system.
WEEK 8  Planning, Implementation, and Evaluation

The cycle of planning, implementation and evaluation is part of the routine of organizational life in the public sector. This module examines the logic underlying these three activities. We will also examine the importance of strategic planning, which is a planning effort that focuses on environmental complexity and takes account of the future based on present actions. [Read: Denhardt & Grubbs, Chapter 7]

Terms/Definitions
Cost-benefit Analysis  Time Series Analysis  Decision Analysis
Decision Tree  Effectiveness  Efficiency
Performance Indicators  Performance Measurement

Discussion Question:
What is meant by “performance measurement” and, based on your textbook, explain why the concept has become popular among public managers.

WEEK 9  Spring Break

WEEK 10  Exam Review & Exam 2

Review for Exam - covering Denhardt & Grubbs, Chapters 5, 6, & 7 and other assigned readings to date.
Exam 2 is on Thursday at 12.30PM.

WEEK 11  Managing Organizational Dynamics

This module will examine organization theory and issues surrounding the creation of a culture supporting excellence. The important concepts include POSCORB formulation of the functions of management and TQM. Several different approaches and managerial strategies will be examined including scientific management as well as varieties of organizational behaviors such as Theory X and Theory Y. [Read Denhardt & Grubbs, Chapter 8]

Terms/Definitions
Boundary Spanning  Scientific Management
Strategic Management  Hawthorne Studies
Theory X, Theory Y  POSDCORB

Discussion Question:
What is “bounded rationality” and how does this concept affect our understanding of managerial tasks?
WEEK 12  New Public Management, Reinvention, and the Reform of Public and Nonprofit Organizations

One of the most important development in the field of public administration is the “reinvention government” – which takes into account steps in a productivity improvement effort. The human side of productivity improvement will also be reviewed at the local, state, and federal levels, i.e., Management by Objectives, quality of work-life, quality circles, and total quality management [Read Denhardt & Grubbs, Chapter 9]

Terms/Definitions
Management by Objectives (MBO)  Quality Circles  Performance Bonus
Total Quality Management  Gainsharing  Piecework Bonus

Discussion Question:
Describe and critical evaluate the main components of the “New Public Management” movement.

WEEK 13  Personal Skills in Public Management

This module will examine workday routine of managers, factors involving stress and time management and decision-making models. Topics include leadership, a subtle and complex phenomenon that goes beyond issues of power and formal hierarchy relationships. [Denhardt & Grubbs, Chapter 10]

Terms/Definitions
“Type A” Individual  Role Conflict  Role Ambiguity

Discussion Question:
Compare and contrast the “maximizing” and “satisficing” criteria in modeling the decision-making processes of managers.

WEEK 14  Interpersonal Skills and Group Dynamics

This module examines group processes and organizational change as aspects of effective managerial actions and important dimensions of productivity improvement. The emphasis is placed on the argument that effective management depends on the effective communication and interpersonal skills. Absent these skills, an individual cannot be an effective manager in an organizations. [Denhardt & Grubbs, Chapter 11]

Terms/Definitions
Reinforcement Theory  Maslow’s Theory of Human Development
“Risky Shift”  Decentralized Communication Networks
Nominal Group Technique  Vroom-Yetton Model

WEEK 15  Exam Review & EXAM 3

Review for Exam - covering Denhardt & Grubbs, Chapters 8, 9, 10 and 11 and other assigned readings to date.
Exam 3 is on Thursday at 12.30PM.

WEEK 16  Workshop II & Final Paper Consultation

WEEK 17  Final Paper due