

PAD3003-01: Public Administration in American Society

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Office Hours: by appointment
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Dates: August 23 - December 3
Class Hours: Mon/Wed/Fri 10:40-11:30AM
Class Room: BEL 208

Course Description and Objectives

This course is designed to introduce students to the theory and practice of public administration. In this course you will learn about the foundations of public administration and public sector ethics, probe historical and contemporary questions concerning the field, and analyze practical and ethical challenges facing public administrators. In class sessions we shall study how successful administrators gain support from the public and attain legitimacy through use of reason and ethics while solving pressing societal problems. In addition, we will examine civil servants' actions grounded in benevolent service to citizens as they strive to produce the greatest good for the greatest number through the use of discretion in the administration of public affairs.

This course covers the essential elements of public administration, including public ethics and values, organizational theory, human resource management, leadership, program evaluation, public budgeting, and citizen participation. Students will be expected to demonstrate their understanding of the ideas presented in the course and apply their knowledge to critically evaluate the decisions of public administrators and governmental actors from an ethical perspective.

After completing this course, you will be able to:

1. Identify and understand the core concepts of public administration
2. Critically evaluate the ethical dimensions of administrative decisions
3. Understand why public servants derive their authority from the people, and why, as stewards to the people, administrators are obliged to make sure that government is managed in an effective, efficient, and responsible manner
4. Familiarize yourself with different management functions of government
5. Learn how public administration has evolved from its historical roots to contemporary manifestations of ethically engaged and socially responsible citizens

Course Materials

Required Text: Holzer, M., & Schwester, R. W. (2019). Public administration: An introduction (Third Edition). Routledge. ISBN: 978-1138579668. (Click [here](#) for a glance at the book's information.)

Other Materials Required readings and assignments will be posted on the class Canvas site (<https://canvas.fsu.edu>). Articles and multimedia will be posted under the Module pages.

Liberal Studies objectives for Ethics and Social Responsibility

The Askew School is proud to participate in the Liberal Studies for the 21st Century Program at Florida State University. The school's mission is "To Promote Scholarship, Democratic Governance, and Integrity." We are in the 'business' of preparing students to competently serve fellow citizens locally, nationally, and globally. Aristotle believed that democracies were likely to fail because a majority of the citizens of his era were ignorant. Founders of the American republic, notably George Washington and Benjamin Franklin as well as Thomas Jefferson, knew of Aristotle's belief. To prove Aristotle wrong, Washington and other founders emphasized the importance of educating all future citizens in such topics as history and philosophy in addition to science and mathematics. FSU's liberal studies curriculum builds an educational foundation that will enable graduates to thrive both intellectually and materially and to support themselves, their families, and their communities through a broad and critical engagement with the world in which they live and work. Liberal Studies offers a transformative experience; this course has been approved as meeting the Liberal Studies requirements and thus is designed to help you become an ethically engaged and socially responsible citizen.

In this course, students will examine views of morality and socially responsible behavior by developing and applying historically and culturally sensitive knowledge and skills to real-world ethical problems. In achieving this larger goal, students will demonstrate the ability to:

1. Identify, comprehend, and resolve ethical problems and their ramifications in a thorough and responsible manner; and evaluate ethical positions.
2. Recognize and evaluate the historical and/or cultural contexts that shape ethical perspectives.
3. Articulate views on the nature of social responsibility and its importance.

Course Requirements, Expectations, and Structure

Attendance and Participation

Attendance, punctuality, and participation are expected for all class sessions and have a significant impact on your final grade. Students are strongly encouraged to participate in class discussions with thoughtful comments. If an absence is essential, the student is responsible for notifying the instructor, as well as for ensuring the material covered during that session and the timely submission of any assignments that are due during their absence. The course instructor

will not provide any extra instruction or materials to students who miss class unless it is prearranged or the absence is due to an unexpected, documented life event/illness. This portion will count as 10% of your final grade.

Quizzes

There will be **three** in class quizzes given throughout the semester. If you attempt all three quizzes, the lowest score will be dropped, leaving 2 quizzes worth 5% each towards your final grade. An unexcused absence on quiz day will count as your lowest quiz score. Quizzes will include all material covered up to the date of the current quiz. Quizzes will consist of multiple-choice, and/or true-false questions. Quizzes count as total 10% of your final grade. No make-up quizzes will be given unless proper excusal papers are submitted (medical, from the university, etc.).

Midterm

The midterm exam will cover content from ALL lectures and assigned readings through week 7 of the semester. No make-up exams will be given unless proper excusal papers are submitted (medical, from the university, etc.). The midterm exam will be an on-line exam on Canvas. You will have approximately 60 minutes to complete it. The exam will be taken online and is due by Friday, Oct 15th at 11:59 PM. It will count as 20% of your final grade.

Short Essay

Students will be required to complete a short essay between **1000-1500 words**. The essays should be **single-spaced in 12 point Times New Roman font** with standard **one inch margins**. Your essay should include an introductory paragraph clearly articulating your argument, your actual argument with examples (3-4 paragraphs), and a concluding paragraph which summarizes the points made in the prior sections of the paper. All references should be cited according to the **American Psychology Association (APA) (6th ed.)** style in author-date format with a separate reference section located at the end of the essay. It is highly recommended that you consult the citation guides provided online (<https://owl.english.purdue.edu/owl/>). Essay questions will be distributed in **Week 10 (10/29/2021)** and students will be required to submit their final answers two (2) weeks later in **Week 12 (Midnight on 11/14/2021)**. The essay will count as 20% of your final grade. A grading rubric will be provided.

A **late essay** will be accepted for up to 3 calendar days after its original due date. A penalty of 5% will be deducted for each day after the assignment is due within a 3-calendar-day-window. No late submission will be accepted after then. Accordingly, late submissions will be assessed as follows:

1-3 days late	5% deduction per day late
3+ days late	0 credit for the assignment

Group Presentation

Students will be required to form groups of four members and make a class presentation (15-20 minutes) on one of the following papers in public administration topics. Do not read any part of your presentation- practice your presentation until you can make it without notes. Make sure to (1) introduce the paper to us: theory, research design, conclusion; (2) connect the theoretical arguments in the paper and knowledge you learn from the required reading from that week, and be critical - tell us what is good and weak about this research; (3) if you are a public manager, how do you address these issues?; (4) based on the paper, develop 3 discussion questions. It is highly recommended that you use PowerPoint, but it is not required. The group presentation will count for 20% of your final grade. A grading rubric will be provided.

1. Human Resource Management (presentation day: Week 5, 9/24)

- Guul, T. S., Villadsen, A. R., & Wulff, J. N. (2019). Does good performance reduce bad behavior? antecedents of ethnic employment discrimination in public organizations. *Public Administration Review*, 79(5), 666-674.

2. Politics and Public Administration (presentation day: Week 6, 10/01)

- Soss, J., Fording, R. C., & Schram, S. F. (2008). The color of devolution: Race, federalism, and the politics of social control. *American Journal of Political Science*, 52(3), 536-553.

3. Public Decision Making (presentation day: Week 9, 10/22)

- Monogan III, J. E., Konisky, D. M., & Woods, N. D. (2017). Gone with the wind: federalism and the strategic location of air polluters. *American Journal of Political Science*, 61(2), 257-270.

4. Collaborative Governance (presentation day: Week 10, 10/29)

- Leach, W. D., & Sabatier, P. A. (2005). To trust an adversary: Integrating rational and psychological models of collaborative policymaking. *American Political Science Review*, 99(4), 491-503.

5. Performance in the Public Sector (presentation day: Week 11, 11/05)

- James, O., & Van Ryzin, G. G. (2017). Motivated reasoning about public performance: An experimental study of how citizens judge the Affordable Care Act. *Journal of Public Administration Research and Theory*, 27(1), 197-209.

Final Exam

The final exam will cover all subject matter presented after the mid-term and up to the point of the final exam. Make-ups will be permitted only in cases where a university excused absence is provided to the instructor. E-mail notices of illness without appropriate documentation of such illness will not constitute an acceptable excuse. The exam will consist of multiple-choice and true/false questions. The final exam will be an on-line exam on Canvas. You will have approximately 60 minutes to complete it. The exam will be taken online and is due by Friday, Dec 8th at 11:59 PM. It will count as 20% of your final grade.

Course Policies

Grading Policy

The distribution of grades magnitude is as follows:

Attendance and participation	10%
Quizzes	10%
Short Essay	20%
Midterm Exam	20%
Group Presentation	20%
Final Exam	20%

Final scores will be rounded to the nearest integer. Final grades will be assigned according to the following scale:

A	93-100	C+	77-79
A-	90-92	C	73-76
B+	87-89	C-	70-72
B	83-86	D	60-69
B-	80-82	F	0-59

University Attendance Policy

Excused absences include documented illness, deaths in the family and other documented crises, call to active military duty or jury duty, religious holy days, and official University activities. These absences will be accommodated in a way that does not arbitrarily penalize students who have a valid excuse. Consideration will also be given to students whose dependent children experience serious illness. See *Undergraduate Academic Regulations and Procedures* for more details at https://registrar.fsu.edu/bulletin/undergraduate/information/academic_regulations/

Academic Honor Policy

The Florida State University Academic Honor Policy outlines the University's expectations for the integrity of students' academic work, the procedures for resolving alleged violations of those expectations, and the rights and responsibilities of students and faculty members throughout the process. Students are responsible for reading and living up to the Academic Honor Policy.

Students must abide by the highest standards of academic integrity. Any form of academic dishonesty will result in a grade of "zero" (0) for that particular assignment. The instructor reserves the right to use all means at his/her disposal to screen for plagiarism, including electronic citation checking (SafeAssign, Turnitin included). For more information, see <https://fda.fsu.edu/academic-resources/academic-integrity-and-grievances/academic-honor-policy>

Student Conduct Code

Everyone in this class is expected to adhere to principles embodied in the FSU Student Conduct Code, available at: <https://sccs.fsu.edu/conduct-codes>. This code essentially requires

everyone to maintain the highest professional standards of conduct in this class, whether in face-to-face meetings or online communications. Violation of the conduct carries a range of penalties that can vary from a reduced grade to expulsion.

Americans with Disabilities Act

Students with disabilities needing academic accommodation should: (1) Register with and provide documentation to the Student Disability Resource Center; and (2) bring a letter to the instructor indicating the need for accommodation and what type. This syllabus and other class materials are available in alternative format upon request. This should be done during the first week of class. For more information about services available to FSU students with disabilities, contact the:

Student Disability Resource Center
874 Traditions Way
108 Student Services Building Florida State University
Tallahassee, FL 32306-4167
850) 644-9566 (voice)
(850) 644-8504 (TDD)
(850) 644-7164
sdrc@admin.fsu.edu
<https://dsst.fsu.edu/oas>

Excused absences include documented illnesses, deaths in the immediate family and other documented crises, call to active military or jury duty, religious holy days, and official University activities. Accommodations for these excused absences will be made without penalty to the student. Consideration will also be given to students whose dependent children experience serious illness.

Syllabus Change Policy

This syllabus is a guide for the course, and is subject to change with advance notice. The instructor reserves the right to add extra-credit opportunities (e.g., additional assignments or quizzes) and adjust the percentage composition of final grades accordingly.

Classroom Behavior

All students are responsible to contribute to a positive learning environment for fellow students. The instructor retains the right to ask a student to leave the classroom if the student is negatively contributing to the learning environment.

It is required that students refrain from disruptive behavior while in the classroom. Distracting use of cell phones and other communicative devices is strictly prohibited during lectures. In the event of an emergency, you are excused from the classroom.

Hygiene Guidance

Following statements are from FSU COVID-19 guidance.

We expect everyone to wear a face covering or mask at all times when inside any FSU facility, even if you are vaccinated.

We expect everyone to be vaccinated against COVID-19, even if you've had COVID-19 in the past. Schedule a vaccination appointment at <https://vaccine.fsu.edu/>

We expect you to stay home when sick, self-quarantine and get tested for COVID-19 no sooner than 24 hours after your symptoms begin. You can test for no cost at the Tucker Center. Schedule your test at <https://uhs.fsu.edu/coronavirus/testing>

Unvaccinated individuals who test positive or come in close contact with known COVID-19 cases will be required to quarantine at home 10 days for the safety of others. Students who are directed to quarantine should consult the university's class policies and course syllabi for guidance during their period of isolation. The university's COVID-19 testing, contact tracing and vaccination programs will continue to offer services to the campus community through the fall semester. More information about University's COVID-19 policy update: <https://news.fsu.edu/tag/coronavirus/>

Class Schedule

The following is a *tentative* schedule for the course.

Week	Topics	Important days
1	Welcome	
2	Introduction to Public Administration	
3	Ethics and Public Administration	
4	Organizational Theory and Management	
5	Human Resource Management in the Public Sector	
6	Politics and Public Administration	
7	Public Budgeting and Citizen Participation	
8	Midterm Review and Exam	Midterm Exam Due (10/15)
9	Public Decision Making	
10	Collaborative Governance	
11	Performance in the Public Sector	
12	Public Administration and Social Equity	Essay Due (11/14)
13	Policy Evaluation	
14	Technology and Public Administration	
15	Final Exam	Final Exam Due (12/08)

Detailed Course Schedule (with Readings)

Week 1 Welcome

Objectives: Introductions and course outline

Monday (8/23)

- Required reading: Syllabus

Wednesday & Friday (8/25 & 8/27)

- No class

Week 2 Introduction to Public Administration

Objective: After taking this session, students should be able to know (1) what public administration is, its purposes, and main foundations; (2) the ethical foundations of public administration; (3) the important role that government plays in a modern, democratic society; and (4) the pros and cons of an administrative system in society.

Monday (8/30)

- Topic: What is government?
- Required reading: "What Public Administration Entails" (Holzer & Schwester 2019, Chapter 1)

Wednesday (9/1)

- Topic: Public versus private management
- Required reading: "Politics and Administration" Goodnow (1900)

Friday (9/3)

- Topic: Historical events in public administration
- Required reading: "Introduction in Classics of Public Administration" (Shafritz and Hyde 2009)

Week 3 Ethics and Public Administration

Objective: After taking this session, students should be able to (1) understand the different ethical schools of thought and how they relate to public administration and policymaking; (2) identify ethical dilemmas facing public administrators; and (3) learn how to effectively deal with such dilemmas in productive ways.

Monday (9/6)

- No class (Labor day)

Wednesday (9/8)

- Topic: Corruption in government and ethical problems

- Required reading: "Ethics and Public Administration" (Holzer & Schwester 2019, Chapter 5)

Friday (9/10)

- Topic: Big questions of administrative ethics
- Required reading: "Big questions in administrative ethics: A need for focused, collaborative effort" (Cooper 2004)
- Required reading: "Searching for Virtue in the Public Life: Revisiting the Vulgar Ethics Thesis" (Frederickson 2010)

Week 4 Organizational Theory and Management

Objective: After taking this session, students should be able to (1) compare and contrast different schools of thought in organization studies (e.g., classical, neoclassical, human relations, and contemporary); (2) understand the importance of both formal and informal organizations; and (3) understand how to ethically manage and treat employees.

Monday (9/13)

- Topic: Classical management movement
- Required reading: "Organizational Theory and Management" (Holzer & Schwester 2019, Chapter 2)

Wednesday (9/15)

- Topic: Neo-classical school
- Required reading: "Organizational Theory and Management" (Holzer & Schwester 2019, Chapter 2)

Friday (9/17)

- Topic: Human relation school and modern organizational theory
- Required reading: "Uniforms in the Closet" (Egan 1998)

Week 5 Human Resource Management in the Public Sector

Objective: After completing this week, students should be able to (1) understand the basic ideas associated with human resources management in the public sector; (2) discuss the contributions and problems associated with government employment; (3) learn how to deal with ethical issues in the management of human resources.

Monday (9/20)

- Topic: Development of personnel administration
- Required reading: "Managing Human Resources" (Holzer & Schwester 2019, Chapter 6)

Wednesday (9/22)

- Topic: What do HR managers do?
- Required reading: "Managing Human Resources" (Holzer & Schwester 2019, Chapter 6)

Friday (9/24)

- Topic: Public service motivation
- Activity: **Group presentation**

Week 6 Politics and Public Administration

Objective: After completing this class session students should: (1) be able to identify the interaction between political forces and administration of public services; (2) understand the relationship between legislative bodies, administration, and special interests; (3) be able to identify ethical dilemmas associated with bureaucratic discretion.

Monday (9/27)

- Topic: What is politics?
- Required reading: "Politics and Public Administration" (Holzer & Schwester 2019, Chapter 3)

Wednesday (9/29)

- Topic: Politics and public administration
- Required reading: "Politics and Public Administration" (Holzer & Schwester 2019, Chapter 3)

Friday (10/01)

- Topic: Gaps between decision-making and implementation
- Activity: **Group presentation**

Week 7 Public Budgeting and Citizen Participation

Objective: After finishing this session, students should be able to (1) know the basics concepts and theories associated with public budgeting, (2) understand the role of citizen participation in policymaking, and (3) recognize and understand how to deal with ethical dilemmas in budgeting policymaking.

Monday (10/04)

- Topic: Budgeting steps
- Required reading: "Public Budgeting" (Holzer & Schwester 2019, Chapter 9)

Wednesday (10/06)

- Topic: Revenues and expenditures
- Required reading: "Public Budgeting" (Holzer & Schwester 2019, Chapter 9)

Friday (10/08)

- Topic: Citizen participation
- Required reading: "Citizen Participation in Budgeting Theory" (Ebdon & Franklin 2006)

Week 8 Midterm Review and Exam

Monday (10/11)

- Topic: Midterm review

Wednesday - Friday (10/13-15)

- Topic: Midterm exam

Week 9 Public Decision Making

Objective: After completing this session, students should be able to (1) understand theories concerning how decisions are made in complex public organizations, (2) learn how to evaluate whether or not such decisions are ethical, and (3) develop a normative ethical base for making decisions in public organizations.

Monday (10/18)

- Topic: Decision making steps
- Required reading: "Public Decision Making" (Holzer & Schwester 2019, Chapter 7)

Wednesday (10/20)

- Topic: Decision making models
- Required reading: "Public Decision Making" (Holzer & Schwester 2019, Chapter 7)

Friday (10/22)

- Topic: Decision making models
- Activity: **Group presentation**

Week 10 Collaborative Governance

Objective: After completing this session, students should be able to (1) know the basic concepts of collaborative government and intergovernmental relations, (2) understand the potential benefits and costs of collaboration in public service delivery, and (3) understand how to assess governance networks in a democratic society.

Monday (10/25)

- Topic: Federalist system
- Required reading: "Intergovernmental Relations" (Holzer & Schwester 2019, Chapter 4)

Wednesday (10/27)

- Topic: Intergovernmental relations
- Required reading: "Intergovernmental Relations" (Holzer & Schwester 2019, Chapter 4)

Friday (10/29)

- Topic: Collaborative governance
- Activity: **Group presentation**

Week 11 Performance in the Public Sector

Objective: After completing this session, students should be able to (1) effectively and ethically improve performance in the public sector, (2) understand how to ethically assess and evaluate performance in public organizations, and (3) learn how to cope with ethical problems associated with the evaluation of performance and reporting results.

Monday (11/01)

- Topic: What is government performance?
- Required reading: "Public Performance" (Holzer & Schwester 2019, Chapter 10)

Wednesday (11/03)

- Topic: Why measure performance?
- Required reading: "Public Performance" (Holzer & Schwester 2019, Chapter 10)

Friday (11/05)

- Topic: Citizen-driven performance measurement
- Activity: **Group presentation**

Week 12 Public Administration and Social Equity

Objective: After finishing this session, students should be able to (1) know what social equity is and how it relates to public administration, (2) understand the main challenges public administrators face in attempting to help achieve greater equity in society, and (3) how to measure and assess the level of equity in society.

Monday (11/08)

- Topic: How Does Equity Relate to PA?
- Required reading: "Social Equity and Public Administration: Origins, Developments, and Applications" (Frederickson 2010b)

Wednesday (11/10)

- Topic: Prejudice Reduction: Progress and Challenges
- Required reading: "Prejudice Reduction: Progress and Challenges" (Paluck et al. 2021)

Friday (11/12)

- No class (work on class essay)

Week 13 Policy Evaluation

Objective: After completing this class session students should: (1) know what are the different types of empirical data used in the evaluation of public programs; (2) understand why stakeholder input is essential in ethically designed types of evaluations; (3) know the various techniques used to collect information (data)

Monday (11/15)

- Topic: History and motivation of program evaluation
- Required reading: "Program and Policy Assessment" (Holzer & Schwester 2019, Chapter 11)

Wednesday (11/17)

- Topic: Program evaluation design
- Required reading: "Program and Policy Assessment" (Holzer & Schwester 2019, Chapter 11)

Friday (11/19)

- Topic: Program evaluation data
- Required reading: "Lottery-Based Incentive in Ohio and COVID-19 Vaccination Rates" (Walkey et al. 2021)
- Required reading: "Cash versus Lotteries: COVID-19 Vaccine Incentives Experiment" (Duch et al. 2021)

Week 14 Thanksgiving

No class

Week 15 Technology and Public Administration

Objective: After finishing this section, students should be able to (1) understand the important role that technology plays in public service delivery, (2) know the problems facing public administrators regarding the increased use of technology, (3) understand the ethical dilemmas and issues in public administration caused by technological change, and (4) how to use technology in ethical ways in the public sector.

Monday (11/29)

- Topic: Public administration ethics and technological change
- Required reading: "Technology and Public Administration" (Holzer & Schwester 2019, Chapter 13)

Wednesday (12/01)

- Topic: public administration and social media
- Required reading: "Shared partisanship dramatically increases social tie formation in a Twitter field experiment" (Mosleh et al. 2021)
- Required reading: "Political sectarianism in America" (Finkel 2020 et al. 2020)

Friday (12/03)

- Topic: Final Review

Week 16 Final Exam

Monday - Wednesday (12/06-08)

- Final Exam