

Course Description and Objectives

Governments around the world seek to deliver the same types of services to their populations. Yet, organizational structures and processes differ greatly. Comparative public administration aims to understand the different ways in which bureaucracies organize and operate to achieve goals and deliver services and evaluates their relative effectiveness in doing so. Increasingly, state and local governments look to other countries for administrative and policy innovation.

Course Requirements

Prerequisites: Graduate standing for PADM 5341; POLS 1310 or junior standing for POLS 4341.

Technology Requirements: Students should have access to word processing software such as Word®, presentation tools such as PowerPoint, and the ability to use the software; access to the Internet and the ability to use Blackboard, email, and perform Web searches; and to use online collaboration tools for group work.

Learning Objectives

Upon successful completion of this course, students will be able to:

- Identify similarities and differences in administrative structures and bureaucratic processes in countries around the world;
- Explain how factors such as culture and globalization affect the structure and function of administrative systems;
- Discuss how bureaucracies interact with political institutions; and
- Describe how personnel recruitment, budgetary processes, and other issues effect the structural and behavioral characteristics of administrative systems.

Course Activities

This class uses multiple types of interaction to promote student learning. Each week, students will complete assigned readings and respond to discussion questions, articles, news stories, and/or videos that relate to the week's topics. Throughout the semester, students also

PROFESSOR INFO

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Phone: 501-916-7029

Email: ejwiebelhaus@ualr.edu (preferred)

Office Hours: M 1:30-2:30 PM,
W 8:30 AM–9:30 AM, or by appointment
(see Zoom links on Blackboard)

REQUIRED MATERIALS



J.A. Chandler, *Comparative Public Administration*, 2nd Edition (New York: Routledge, 2014), ISBN: 9780415569279.

B. Guy Peters, *The Politics of Bureaucracy: An Introduction to Comparative Public Administration*, 7th Edition (New York: Routledge, 2018), ISBN: 9780415743402.

will discuss how Comparative PA concepts help us understand contemporary bureaucratic challenges in solving policy problems.

Orientation

Read the **Course Syllabus**, **Schedule**, and **University Policies, Technical Requirements**, and **Support Resources** on the course Blackboard site before attempting the Getting Started Activities. Through this information you should become familiar with course expectations and information related to successful completion of this course. By the end of the first week of instruction, complete the **Getting Started Activities**. The activities will provide you with an opportunity to get some practice with the technology that will be used in this course and get you underway to a successful completion of the course. Complete these activities as early as possible.

Required Course Materials

The Politics of Bureaucracy: An Introduction to Comparative Public Administration provides the conceptual and topical backbone for the course. *Comparative Public Administration* is a textbook that provides an overview of administrative systems in ten different countries. During the course, I also will post materials in a variety of media to reinforce and expand upon these readings.

Interactive Activities (Discussions, Simulations, etc.)

Each week, we will use Blackboard tools to reflect upon concepts in the readings and to apply them to real-world events. In general, you should plan on checking in on Blackboard multiple times each week. See the rubric on Blackboard for details on how your discussion participation will be assessed.

You also will contribute to a team working on a service learning project for a community organization and/or government institution. In the project, you will research how other countries have sought to solve policy challenges that also face Central Arkansas and assess their viability for our partners.

Most details on class activities will be provided in a separate handout. See **Assessments** below for details on how these activities will weigh in your final grade.

Self-check, Practice, Reflection

To better ensure your success in this course, have all of the required reading completed on time, watch each week's practitioner videos on Blackboard, review other materials that I post on Blackboard, and carefully examine others' contributions to class discussions and other group interactions.

Assessments (Exams, Projects, Papers, etc.)

There will be several components that you will complete during the semester. See **Grading Scale** below for details on the number of points they represent toward your final course grade. Note that assessment differs depending on whether you are enrolled in this course for graduate or undergraduate credit (differences are explained below).

Plagiarism Tutorial: To help you better understand plagiarism and how to avoid it, all students will complete the University of Indiana's plagiarism tutorial via the link on Blackboard. Upon successful completion of the tutorial, you will receive a certificate that you must upload to the appropriate Blackboard link by the end of Week 2. If



you have completed this tutorial for another class, doing the tutorial again as a refresher is optional. However, you must upload the certificate from the previous class by the due date in order to earn the points.

Orientation Quiz: During Week 1, you will complete this quiz on Blackboard. The purpose of the quiz is to (a) make sure you are comfortable navigating the Blackboard site, the syllabus, and schedule to get answers, and (b) get your preferences for the **Service Learning Project** (see below).

Exams: During the semester, all students will complete two exams. They will consist of essay questions that encourage independent thinking and synthesis of the thematic material we have covered. More details will be forthcoming in separate handouts. Exam dates can be found in the **Course Schedule**.

Service Learning Project: During the semester, you will complete a multi-stage assignment in which you will contribute to a team researching a policy issue for a community stakeholder (the client). Graduate students will serve as team leaders. The goal is to examine how governments in other countries have addressed policy challenges that Arkansas faces, and to determine whether these approaches would be successful here.

The project consists of the following stages:

1. Feasibility study: The team will undertake a quick exploration of whether sufficient data exists on the policy area.
2. Bibliography: The team will assemble a formal list of resources on the topic.
3. Final report: The team will deliver a written summary of findings to the client.
4. Final presentation: The team will present their findings to the client.
5. Each team member will provide an assessment of their contribution to the team, and that of their teammates.

More details will be forthcoming in a separate handout; deadlines can be found in the handout and in the **Course Schedule**.

Blackboard Discussions: Students will contribute to weekly discussions of readings and other course materials on Blackboard. Graduate students will have additional readings, on which they will create presentations for the rest of the class during the semester. More details on expectations will be provided on Blackboard.

Reading Presentation (Grad only): Graduate students will have additional readings, on which they will create presentations for the rest of the class during the semester. More details on expectations will be provided on Blackboard.

Note: See the assignment details on Blackboard for more information on requirements.



Grading Policy

Evaluating Student Work (Rubrics)

Rubrics will be provided on Blackboard to give students a clear and meaningful description of the criteria that will be used to evaluate their work and participation in the course.

Late and Make-up Work

Unforeseen emergencies, including 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, will be accommodated in a way that does not arbitrarily penalize students who have a valid, documentable excuse. Consideration will also be given to students whose dependent children experience serious illness. Students will only be allowed to take an exam late if they have an excused absence. Students taking a make-up exam will not be given the same exam assigned to the rest of the class, and the format of the make-up exams may vary.

I do not accept excuses for not taking exams, not participating in discussion, or not knowing the material or policies if they are based on insufficient Internet access or your failure to read the policies that are available to you online. Occasionally, technical difficulties arise in the course of taking an online class. You must contact me via email as soon as you have a difficulty with time-sensitive assignments/exams to let me know and to verify the time this event occurred. Failure to do so in a timely fashion may result in loss of points and/or loss of the opportunity to complete the exam in question. In any event, it is a good idea to save frequently and to keep a copy of your answers to test questions in case there is a problem with submission of your test. *If you encounter problems submitting assignments, email me a copy of it immediately to demonstrate that you have completed it on time while you work with the IT support to resolve the issue.*

GRADING SCALE

Activities	Points
Undergraduate	
Blackboard Discussions	15
Orientation Quiz	2
Plagiarism Tutorial	3
Service Learning Project	
Feasibility Study	5
Bibliography	10
Final Report	25
Final Presentation	10
Exams	
(2 @ 15 points each)	30
Graduate	
Blackboard Discussions	10
Orientation Quiz	2
Plagiarism Tutorial	3
Service Learning Project	
Feasibility Study	10
Bibliography	5
Final Report	30
Final Presentation	10
Exams	
(2 @ 10 points each)	20
Reading Presentation	10
Total (for either category)	100

Letter	Percentage
A	90–100
B	80–89
C	70–79
D	60–69
F	59 and below



Extra Credit

Extra credit will not be offered in this course.

Feedback

Students will receive feedback on graded work within two weeks of receipt.

Contesting a Grade

If you believe a grade is inaccurate, you must wait at least 24 hours before raising the issue with me. You must submit a written explanation of why you believe a mistake in grading was made. Grades on tests, exams, or written assignments may only be contested within one week of when they are handed back. Course grades may only be contested within 30 days of the end of the semester.

Course Policies

The following course policies are in addition to University Policies.

Attendance and Participation

You will need to check Blackboard regularly for course assignments, updates, and feedback. Any major announcements will be made through the announcements feature on Blackboard. All communication should be via email or on the Discussion Board as it provides a written record. Please check the syllabus and the course website to see if the answer is already available beforehand.

Civility and Online Classroom Decorum: We cannot escape the fact that many people have strong feelings about politics. Nonetheless, we will endeavor at all times to be civil and courteous in our communications. We will respect each other as fellow human beings. Democracy thrives on debate and vigorous discussion, but the quality and tone of the discussion matters. As a scholarly enterprise, a class is quite different from talk radio and TV programs that aim to agitate, enrage, and inflame.

Technology: Connectivity and communication are especially important in an online course. You must have reliable Internet access to take this course. Success in this course depends in part on having access to the proper technology to run Blackboard. Required specifications are listed on the course website under Blackboard Help on the left navigation bar. With that in mind, please observe the following:

- You are responsible for having the settings on your computer work with Blackboard: use bbsupport@ualr.edu to make sure your computer will interface with Blackboard.
- Only use Blackboard-recommended web browsers.
- Recognize that wireless connections are more fragile than wired ones. Save your work frequently and use a landline/Ethernet connection if possible.
- Blackboard's interface on smartphones and tablets are not perfect. If possible, use a computer, particularly when you are entering information, completing tests, etc. Different Blackboard tools are available on different kinds of smartphones. Consult https://files.blackboard.com/users/drutkevitz/MobileAppFeatureSummary.pdf?ticket=t_sENDa68p to learn what you can/cannot do with your smartphone.



Communication Policy

I will respond to student emails within 24 hours.

Expectations for Written Assignments

Detailed expectations for written assignments will be provided in separate handouts.

Plagiarism & Academic Dishonesty

University regulations regarding academic dishonesty, as set forth in the UA Little Rock student handbook and other university documents and publications, will be strictly enforced in this class. I am having you complete the Plagiarism Tutorial (see **Assessment** above) so you are confident of your obligations in this regard. Any student who submits work that he/she did not produce for the given assignment will be assigned a grade of zero points (F) for the assignment in question, and may possibly fail the class. In accordance with Section VI: Statement of Student Behavior, under the code of student rights, responsibilities, and behavior, the university defines academic dishonesty under the classifications of cheating, plagiarism, collusion, and duplicity. Students who commit such actions will be reported to the Dean of Students.

Blackboard/Network Availability

Scheduled Blackboard or network maintenance will not be considered a valid excuse for turning in work late. Personal equipment problems also are not a valid excuse. Allowances will be made for weather-induced outages.

Students with Disabilities

Your success in this class is important to me, and it is the policy and practice of the University of Arkansas at Little Rock to create inclusive learning environments consistent with federal and state law. If you have a documented disability (or need to have a disability documented), and need an accommodation, please contact me privately as soon as possible, so that we can discuss with the Disability Resource Center (DRC) how to meet your specific needs and the requirements of the course. The DRC offers resources and coordinates reasonable accommodations for students with disabilities. Reasonable accommodations are established through an interactive process among you, your instructor(s) and the DRC. Thus, if you have a disability, please contact me and/or the DRC, at 501-916-3143 (V/TTY) or 501-916-7629 (VP). For more information, please visit the DRC website at www.ualr.edu/disability.

Web Accessibility

It is the policy and practice of UA Little Rock to make all web information accessible to students with disabilities. If you, as a student with a disability, have difficulty accessing any part of the electronic course materials for this class, please notify me immediately.

Inclement Weather Policy

During inclement weather, UA Little Rock's chancellor will decide whether or not conditions warrant canceling classes and activities and closing the campus. Online or web-enhanced classes will continue as scheduled at the discretion of the faculty member. The UA Little Rock website, UA Little Rock email, the university's main

telephone number (501-916-3000), and the Rave campus alert notification system are the official means of communicating information concerning weather-related closings. For more details, see <https://ualr.edu/policy/home/admin/weather/>.

Student Resources

The following are technical and academic support available to students in helping you reach their educational goals.

Blackboard Support

The Blackboard Support website was designed to assist students with information about the Blackboard system including tutorials, helpful resources, downloads, and answers to their frequently asked questions. In addition to the website, students can also find help within the Blackboard system using the Help tab or through their social media outlets on Facebook and Twitter.

For assistance with Blackboard, please visit ualr.edu/blackboard.

IT Services

For technical support with other UA Little Rock systems, including logging into Blackboard, BOSS, or your UA Little Rock email, please contact the IT Help Desk at ualr.edu/itservices or by calling 501.916.3011.

Their business hours are Monday through Thursday from 7:00 am to 6:00 pm, and on Fridays from 7:00 am to 5:00 pm.

Disabilities Resource Center

The Disability Resource Center (DRC) recognizes disability as an aspect of diversity that is integral to society and to the campus community. To this end, the DRC collaborates with students, faculty, staff, and community members to create usable, equitable, inclusive, and sustainable learning environments. The DRC also promotes and facilitates awareness and access through training, partnerships, innovative programs and accommodations.

Visit UA Little Rock's [Disability Resource Center website](#) for more information about their mission and services.

Textbooks and Campus Bookstore

UA Little Rock's Bookstore can help you order the books for this course. Tell them what course you have and they will find the books you need. If you need to search for a particular book by title, author, or publisher, please [visit UA Little Rock's bookstore website](#).

Textbooks should be ordered and received prior to the beginning of the class.



Ottenheimer Library

Ottenheimer Library collects, organizes, and provides access to information resources and library services that enrich and support the University's research and teaching mission, foster intellectual development, and promote academic excellence.

Visit the **Ottenheimer Library website** for information about the library and its collections, and view available services.

Online Writing Lab

You can submit a paper electronically to the OWL (Online Writing Lab). Make sure that the document is saved as a .doc and not any other formats such as .docx or .rtf. Then e-mail the document as an attachment to owl.ualr@gmail.com.

Visit the **Online Writing Lab** for more information about the services they provide, their online submission guidelines, and virtual writing conferences.

Communication Skills Center

The Communication Skills Center (CSC) is a resource devoted to helping campus and online students in the various stages of preparing a presentation. We help take the panic out of public speaking! Services include, but are not limited to, public speaking anxiety management, brainstorming, research, content organization, PowerPoint/Google Slide design and integration, and providing presenters with helpful rehearsal feedback. The CSC offers both in person (Learning Commons, first floor of the Ottenheimer Library) and virtual services:

To schedule an in person or online video call appointment, please visit: calendly.com/ualr-communication-skill-center

To access online chat, please use the following link (and be sure to log-in to your email):
<https://hangouts.google.com/group/ncmX9d991pbMAkV66>

To request support via email, please use the following link: <https://forms.gle/Aq6sThHm9T6weZD66>.

Course Schedule

Dr. Eric Wiebelhaus-Brahm, Associate Professor

Week	Folder	Readings*	Activities*	<input checked="" type="checkbox"/>	Due Date	Points (U/G)
Introductions						
January 17	What is Public Administration? The US as Reference Point	Peters Chapter 1; Chandler Chapter 7	Discussion Orientation Quiz		01/21, 01/23 01/23	1.5/1 2
January 24	A Brief Introduction to Comparative Public Administration	See articles on Blackboard	Discussion Plagiarism Tutorial		01/28, 01/30 01/30	1.5 3
Themes and Country Case Studies in Comparative PA Part 1						
January 31	<i>Topic:</i> Culture and Public Administration <i>Country:</i> United Kingdom	Peters Chapter 2; Chandler Chapter 2	Discussion		02/04, 02/06	1.5/1
February 7	<i>Topic:</i> Personnel Issues <i>Country:</i> Ireland	Peters Chapter 3; Chandler Chapter 3	Discussion		02/11, 02/13	1.5/1
February 14	<i>Topic:</i> Problems of Administrative Structure <i>Country:</i> France	Peters Chapter 4; Chandler Chapter 4	Discussion		02/18, 02/20	1.5/1
Service Learning Project Part 1						
February 21	Midterm/Service Learning Feasibility Study	None	Midterm Service Learning Feasibility Study		02/27	15/10 5/10
Themes and Country Case Studies in Comparative PA Part 2						
February 28	<i>Topic:</i> Bureaucracies' Relationship with Society <i>Country:</i> Greece	Peters Chapter 5; Chandler Chapter 5	Discussion		03/04, 03/06	1.5/1

Course Schedule

Date	Folder	Readings*	Activities*	<input checked="" type="checkbox"/>	Due Date	Points (U/G)
March 7	<i>Topic:</i> Bureaucracies' Relationship with Political Institutions <i>Country:</i> Italy	Peters Chapter 6; Chandler Chapter 6	Discussion		03/11, 03/13	1.5/1
March 14	<i>Topic:</i> The Budget Process <i>Country:</i> Russia	Peters Chapter 7; Chandler Chapter 8	Discussion		03/18, 03/20	1.5/1
March 21	Spring Break	None	None			
Service Learning Project Part 2						
March 28	Service Learning Project Research	None	Bibliography		04/03	10/5
Themes and Country Case Studies in Comparative PA Part 3						
April 4	<i>Topic:</i> Administrative Accountability <i>Country:</i> China	Peters Chapter 8; Chandler Chapter 9	Discussion		04/08, 04/10	1.5/1
April 11	<i>Topic:</i> Administrative Reform <i>Country:</i> India	Peters Chapter 9; Chandler Chapter 10	Discussion		04/15, 04/17	1.5/1
April 18	<i>Topic:</i> Emerging Themes in PA	Peters Chapter 10	Discussion		04/22, 04/24	1.5/1
Service Learning Project Part 3						
April 25	Finalizing Reports for Community Partners	None	Service Learning Final Report		04/30	25/30
May 2	Presentation to Community Partners	None	Service Learning Presentation		05/06	10
May 9	Final Exam	None	Final Exam		05/09	15/10

SEMESTER NOTES:

* Graduate students should see Blackboard for additional reading each week.

* Graduate student schedule for reading presentations will be established on Blackboard.