



**PADM 7301: The Profession of Public Administration**

**Monday 6:00-8:40p**

**Ross Hall #313**

Professor: Dr. Derek Slagle

Contact Information:

Email: drslagle@ualr.edu

Office Phone: 501-569-8558

Office: ROSS HALL, #631

Office Hours: Monday 5:00-6:00pm or by appointment

---

**Catalog Description:**

Introduction to the discipline of public administration covers historical development of public administration, the relationship between politics and administration, conflicting public values, defining the public interest and the appropriate level of administrative discretion, as well as professionalism, the ASPA Code of Ethics, career planning for public service, and major sources of information for professional research. Students should enroll in The Profession of Public Administration course the first semester they are in the MPA program.

**Required Text and Resources**

- Marc Holzer and Richard W Schwester. 2016. *Public Administration* (2nd Edition) ISBN: 978-0-7656-3911-0 (paperback); Publisher: Routledge
- James Svara, *The Ethics Primer*, 2<sup>nd</sup> ed
- Other required readings will be provided by instructor or on the course site.

## **Course Overview:**

The purpose of the Legal and Institutional Foundations of Public Administration course is to describe and define the setting of American public administration and to illustrate the effects of that setting on the administrative practices of American government. The course will cover the economic, political, and social dynamics within the field of public administration as well as the management challenges related to human resources, finances, program development, evaluation, technology, and strategic planning. In addition, this introduction to public administration will consider public service as a personal and professional commitment when considering ethics and values unique to the sector. We will pay particular attention to the political context of contemporary public administration, the role of public administration in the policy process, the legal (constitutional) basis for public administration, and the accountability and ethical behavior in democratic administration. Rather than focusing on the internal workings of government organizations, this seminar will concentrate on the public – the individuals, groups, and organizations that government ‘serve’ – and how they interact with governmental organizations and agencies. There will be an emphasis on an understanding of these interactions for the purpose of making government effective.

## **Objectives:**

- Study the development of the public sector
- Explore the traditional and contemporary administrative processes
- Understand the unique management strategies of public administration
- Demonstrate and understanding of various actors and their roles in the contemporary policy process
- Discuss ethical components of public service management
- Focus on development of research and communication skills

*In PADM 7301, the following Universal Competencies are stressed:*

Students will be able to discuss the interaction of political administrative processes, the roles of administrators, and how theories and concepts can be applied in resolving public problems.

1. **General knowledge:** Demonstrate a substantive knowledge about public and non-profit organizations, public policy, the political process, public service values, and professional ethics
  - a. Define Public Administration
  - b. Examine the distinctive characteristics of public organizations
  - c. Distinguish public and non-profit organizations from private organizations
  - d. Distinguish among historical organization theories and their application to organizations and the impact on management
  - e. Examine the role of information in public organizations
2. **Research skills:** Use quantitative, analytical, and diagnostic capabilities and apply these skills to organizational and managerial issues
  - a. Analyze research, journal articles and case studies
  - b. Identify different research methods used to gather data
  - c. Use the various databases in the university libraries to conduct a literature search on an appropriate topic, prepare an annotated bibliography, and write a research paper.
3. **Professional skills:** Identify best practices used to perform managerial and technical skills
  - a. Identify the issues and best practices in program evaluation, finance and budgeting, human resources, information management, collaboration, and intergovernmental administration in the public sector
  - b. Examine the roles of ethics in the public sector
4. **Communication skills:** Demonstrate effective written and oral communication skills
  - a. Write a literature review on a public administration topic
  - b. Read, analyze, and write a review of a research article
  - c. Read, analyze, and write an analysis of a public administration case study
  - d. Do an oral presentation in-class
  - e. Engage in scholarly discourse with peers in classroom setting

## **Course Structure:**

**The course will essentially follow the table of contents of the book, i.e., these are the topics, in order, that are covered in the course (see below). Additional information and assignments will be distributed from week to week.**

1. Public Administration: An Indispensable Part of Society
2. Organizational Theory and Management
3. Managing Human Resources
4. Public Decision-Making
5. Politics and Public Administration
6. Intergovernmental Relations
7. Public Performance
8. Program Evaluation
9. Public Budgeting
10. Public-Sector Leadership
11. Ethics and Public Administration
12. Technology and Public Administration
13. Public Service and Popular Culture
14. The Future of Public Administration

## **Weekly Course Schedule:**

- **Week 1 - 1/28**
  - Course Overview, Syllabus, Introductions
  - Defining Public Administration
  - *Public Administration: An Indispensable Part of Society*
    - Read Chapter 1 in textbook
  
- **Week 2 – 2/4**
  - Library Research Tools
    - Meet in Library with college librarian
  
- **Week 3 – 2/11**
  - *Organizational Theory and Management*
    - Read Chapter 2 in textbook
    - Read: Waldo, D. (1961). Organization Theory: An Elephantine Problem. *Public Administration Review*, 21(4), 210-225. doi:10.2307/973632
    - Read Ethics textbook, Chapter 9
    - *Due: Research Article Memo*
  
- **Week 4 – 2/18**
  - *Public Decision Making*

- Read Chapter 4 in textbook
  - Read Ethics textbook, Chapter 7
- **Week 5 – 2/25**
  - *Managing Human Resources*
    - Read Chapter 3 in textbook
    - *Due: Human Resources Case Review*
    - Read Ethics textbook, Chapter 2
- **Week 6 – 3/4**
  - *Politics and Public Administration*
    - Read Chapter 5 in textbook
    - Weekly Assignment
- **Week 7 – 3/11**
  - *Intergovernmental Relations*
    - Read Chapter 6 in textbook
    - *Case Study Due*
    - *Deadline for Annotated Bibliography Selection*

*No Class on 3/18 - SPRING BREAK*

- **Week 8 – 3/25**
  - *Public Performance & Program Evaluation*
    - Read Chapters 7-8 in textbook
    - *Program Evaluation/ Public Performance Case Study Due*
    - Read Ethics textbook, Chapters 6 & 8
- **Week 9 – 4/1**
  - *Public Budgeting*
    - Read Chapter 9 in textbook
    - Key, V. (1940). The Lack of a Budgetary Theory. *American Political Science Review*, 34(6), 1137-1144. doi:10.2307/1948194
- **Week 10 – 4/8**
  - *Public Sector Leadership*
    - Read Chapter 10 in textbook
    - Read Ethics textbook, Chapter 3
- **Week 11 – 4/15**
  - *Ethics and Public Administration*
    - Read Chapter 11 in textbook
    - *Ethics Case Study Due*
    - Read Ethics textbook, Chapter 4 & 11
- **Week 12 – 4/22**
  - *Technology and Public Administration*

- Read Chapter 12 in textbook
- *Due: Annotated Bibliography*
- **Week 13 – 4/29**
  - *Public Service and Popular Culture*
  - *The Future of Public Administration*
    - Read Chapters 12-13 in textbook
- **Week 14 – 5/6**
  - Due: Class Presentations
    - (Dependent Upon Class Size: Class Presentations May Be Extended to Week 13)

*Last Day of Class (5/6)*

*Final Exam Days (5/7-5/14)*

- **Research Paper: Literature Review due by end of day 5/13**

**Grading:**

<i>Assignment</i>	<i>Percentage</i>
Classroom Attendance and Participation	15%*
Intergovernmental Relations Case Study	5%
Human Resources Case Review	5%
Public Policy Weekly Assignment	5%
Ethics Case Study	5%
Program Evaluation/ Public Performance Case Study	5%
Research Article Memo	5%
Topics in Public Administration	
a. Annotated Bibliography	20%
b. Research Paper: Literature Review	25%
c. Roundtable class presentation	10%
Grade Scale	
Range	Grade
90% - 100%	<b>A</b>
80% - 89%	<b>B</b>
70% - 79%	<b>C</b>
60% - 69%	<b>D</b>
0% - 59%	<b>F</b>
University Grading Policies: <a href="http://ualr.edu/policy/home/student/grades-and-grading-grad/">http://ualr.edu/policy/home/student/grades-and-grading-grad/</a>	

\* Attendance and Participation are essential for this course. More than 2 unexcused absences result in forfeiture of total attendance and participation points. Also, simply being present does not constitute full participation. I expect students to have read the material and be prepared to participate in classroom discourse. Continually coming in late will count against attendance and participation points

---

### **General Policies:**

- **Skills:** Students are expected to possess basic computer skills. If you are not comfortable in a technology environment, you must meet with me ASAP.
- **Assignment Submission:** Assignments MUST be submitted by the assigned time.
- **Late Work:** I expect assignments to be handed in on time. When this is not possible, you must make arrangements with me **prior to the due date**. Make Up work will only be given in the case of a legitimate, documented emergency.
- **Classroom Etiquette:** I ask that you attend class on time and ready to participate. Entering the class more than a few minutes late can be very distracting and should be avoided whenever possible. Please refrain from talking, reading outside materials, and eating meals in class. You are not available to take phone calls or text messages during this class. There will usually be an intermission where phone usage is permitted.
- **Plagiarism Policy** Anyone caught plagiarizing will be disciplined according the UALR Student Handbook regulations. A slideshow on academic integrity (of which plagiarism is a part) is available at <http://www.ualr.edu/copyright/articles/?ID=4>
- **Students with Disabilities:**  
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 501-569-3143 (V/TTY) or 501-683-7629 (VP). For more information, please visit the DRC website at [www.ualr.edu/disability](http://www.ualr.edu/disability).

### **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 501-569-3143 (V/TTY) or 501-683-7629 (VP). For more information, please visit the DRC website at <http://ualr.edu/disability/>.

### **UALR Non-Discrimination Policy:**

- UALR adheres to a policy that enables all individuals, regardless of race, color, gender, national origin, age, sexual orientation, veteran's status, or disability to work and study in an environment unfettered by discriminatory behavior or acts. Harassment of an individual or group will not be condoned and any person – student, faculty, or staff member – who violates this policy will be subject to disciplinary action.

Any person who believes they have been discriminated against should contact the Human Resources Office to obtain assistance and information concerning the filing of complaints, (501) 569-3180.

Harassment which is considered discriminatory includes actions or conduct (verbal, graphic, gestural, or written) directed against any person or group with the intent to demean or create a hostile or threatening environment.

It is not the intent of this policy to infringe upon or limit educational, scholarly, or artistic expression. At the same time the University prohibits discriminatory practices, it promotes equal opportunity through affirmative action. Nondiscriminatory affirmative action equal opportunity policies apply to: recruitment, hiring, job classification and placement, work conditions, promotional opportunities, demotions/transfers, terminations, training, compensation, choice of contractors and suppliers of goods and services, educational opportunities, disciplinary action, recreational and social activities, use of facilities, housing, and University sponsored programs.

### **A Note on Incompletes:**

- Be aware that I will only grant Incompletes to students who a) have completed (and passed!) a majority of the required work b) have legitimate reasons for requesting an extension, and c) have arranged a reasonable plan for completion of the required work

### **Syllabus Changes:**

- Although every effort has been made to present accurate, complete information, this syllabus is subject to change. If a change is necessary, the instructor will notify the class in advance.