SYLLABUS

DATE OF LAST REVIEW: 02/2013
CIP CODE: 24.0101
SEMESTER: Departmental Syllabus
COURSE TITLE: Introduction to Public Administration
COURSE NUMBER: POSC-0245
CREDIT HOURS: 3
INSTRUCTOR: Departmental Syllabus
OFFICE LOCATION: Departmental Syllabus
OFFICE HOURS: Departmental Syllabus
TELEPHONE: Departmental Syllabus
EMAIL: KCKCC- “issued email accounts are the official means for electronically communicating with our students.”

PREREQUISITE(S): POSC 111 or POSC 112 or Consent of Instructor

REQUIRED TEXT AND MATERIALS: Please check with the KCKCC bookstore, http://www.kckccbookstore.com/, for the required texts for your particular class.

COURSE DESCRIPTION:
This is the introductory course for the major in the Public Affairs program leading to an Associates in Arts Degree. The student will be introduced to the various theories of public management/administration; organizational development; policy development, implementation and evaluation; personnel management; budgeting and fiscal administration.

METHOD OF INSTRUCTION: A variety of instructional methods may be used depending on content area. These include but are not limited to: lecture, multimedia, cooperative/collaborative learning, labs and demonstrations, projects and presentations, speeches, debates, panels, conferencing, performances, and learning experiences outside the classroom. Methodology will be selected to best meet student needs.

COURSE OUTLINE:
I. Defining Public Administration
   A. The Definitions of Public Administration
      1. Political Definitions of Public Administration
      2. Legal Definitions of Public Administration
      3. Managerial Definitions of Public Administration
      4. Occupational Definitions of Public Administration
   B. The Evolution of Public Administration
      1. The Core Content
      2. The Cycles of Administrative Reform
      3. It’s an Adventure

II. The Political and Cultural Environment of Public Policy and Its Administration
   A. What is Public Policy?
      1. Public Policymaking in a Republic
      2. Executive Powers
   B. The Policymaking Process
      1. Agenda Setting
      2. Decision Making
      3. Implementation
      4. Evaluation
      5. Feedback
   C. Power – The External Perspective
      1. Pluralism
      2. Group Theory
   D. Power – The Internal Perspective
      1. Organizational Goals
      2. Internal Power Relationships
   E. The Cultures of Public Organizations
      1. The Outside Cultural Environment
      2. The Inside Cultural Environment
      3. Professional Socialization
      4. Symbolic Management

III. The Continuous Reinventing of the Machinery of Government
   A. What Is the Machinery of Government?
      1. Fine-Tuning the Machinery
      2. The Rise and Fall of Governmental Machinery
   B. The Administrative Architecture of the U.S. Government
      1. Executive Branch Machinery
   C. State and Local Government Machinery
      1. State Government
      2. County Government
      3. Municipal Government
      4. Towns and Special Districts
      5. Local Management Machinery
      6. Metropolitan Government
7. Continuous State and Local Reform

D. Reforming the National Machinery of Government
   1. The Brownlow Committees
   2. The Hoover Commission
   3. The Ash Council
   4. The President’s Private Sector Survey on Cost Control
   5. Reinventing Government
   6. The Gore Report
   7. The Reinventors Versus the Micromanagers

E. The Pressure for Privatization
   1. Strategies for Privatization
   2. The Nonprofit Gambit
   3. Voluntarism and Philanthropy


IV. Intergovernmental Relations
   A. The Evolution of Federal Systems
      1. Alliances and Confederations
      2. Defining Intergovernmental Relations

B. The Fundamental Settlement
   1. The Constitution
   2. The European Union

C. The American Federal System
   1. Three Categories of Governments

D. The Structure of Intergovernmental Relations
   1. The Effects of Pluralism
   2. Marble-Cake Metaphor
   3. The Advisory Commission of Intergovernmental Relations

E. Dynamic Federalism
   1. Dual Federalism
   2. Cooperative Federalism
   3. Creative Federalism
   4. New Federalism
   5. New New Federalism

F. Intergovernmental Management
   1. Picket Fence Federalism
   2. Councils of Government
   3. Mandate Mania
   4. The Cost of Compliance

G. Fiscal Federalism – Following the Money
   1. The Theory of Fiscal Federalism
   2. Grant Programs
   3. From Contractive to Coercive Federalism

H. The Devolution Revolution
   1. The Public Choice Solution
2. The Race to the Bottom

V. The Evolution of Management and Organization Theory
   A. The Origins of Public Management
      1. The Continuing Influence of Ancient Rome
      2. The Military Heritage of Public Administration
   B. The Significance of Administrative Doctrine
      1. The Evolution of Management Principles
      2. Comparing Military and Civilian Principles
      3. The Principles Approach
      4. The Cross-Fertilization of Military and Civilian Management
   C. What Is Organization Theory
      1. Classical Organization Theory
      2. Adam Smith and the Pin Factory
   D. The Origins of Scientific Management
      1. The Influence of Frederick W. Taylor
      2. Fayol’s General Theory of Management
   E. The Period of Orthodoxy
      1. Paul Appleby’s Polemic
      2. Luther Gulick’s POSDCORB
   F. The Many Meanings of Bureaucracy
      1. All Government Offices
      2. All Public Officials
      3. A General Invective
      4. Max Weber’s Structural Arrangements
   G. Neoclassical Organization Theory
      1. Herbert A. Simon’s Influence
      2. The Impact of Sociology
   H. “Modern” Structural Organization Theory
      1. Basic Assumptions
      2. Mechanistic and Organic Systems
   I. Systems Theory
      1. Cybernetics
      2. The Learning Organization
   VI. Organizational Behavior
      A. Organizational Behavior
         1. Group Dynamics
         2. Organization Development
      B. The Impact of Personality
      C. The Dangers of Groupthink
         2. The Impact of Bureaucratic Structure on Behavior
            Bureaucratic Dysfunctions
            Bureaucratic Impersonality
            Bureaucratic Bashing
            The Case for Bureaucracy
         3. Motivation
a. The Hawthorne Experiments
b. The Needs Hierarchy
c. The Motivation-Hygiene Theory
d. Toward a Democratic Environment
e. Theory X and Theory Y

4. The Future of Organizations
   a. Post-bureaucratic Organizations
   b. Postmodernism
   c. The Problem of Technocracy
   d. The Core Themes of Postmodernism
   e. A feminist Perspective

VII. Managerialism and Performance Management
A. Managerialism
   a. A New Managerial Revolution
   b. Policy Entrepreneurs
B. Reengineering
   a. Radical as Opposed to Incremental Change
   b. Becoming a Reengineer
C. Empowerment
   a. Empowering Teams
   b. The Self-Directed Work Team
D. Entrepreneurialism
   a. Toward a Competitive Public Administration
   b. The New Public Management
E. What Is Performance Management?
   a. The Politics of Performance Management
   b. Management Control
F. Contracting for Performance
   a. Individual Contracts
   b. Contracts for Organizational Performance
   c. The Purchases-Provider Model
G. Productivity Improvement
   a. Productivity Measurement
   b. Barriers to Productivity Improvement
   c. Total Quality Management
   d. It’s the Customer, Stupid!

VIII. Strategic Management in the Public Sector
1. What Is Strategic Management?
   a. Objectives
   b. The Planning Horizon
   c. Capabilities
   d. Environment
2. Four Strategic Factors
   a. The Public-Private Paradox
b. The Importance of Being Close to the Center

c. Organizational Language and Culture

d. Organizational Place

3. Contemporary Strategic Challenges

a. The Challenge of Mandate
b. The Challenge of Efficiency
c. The Challenge of Competitiveness
d. The Challenge of Boundaries
e. The Challenge of Service
f. The Challenge of the Public Interest

IV. Leadership and Accountability

1. Leading for Performance

a. Defining Leadership
b. Leadership and Management
c. Trait Theories
d. Transactional Approaches
e. Contingency Approaches
f. Transformational Leadership

2. Too Much Leadership

a. Micromanagement
b. Over management

3. Moral Leadership

a. The Bully Pulpit
b. Rhetorical Leadership

4. The Challenge of Accountability

a. Constitutional and Legal Constraints
b. Obsessive Accountability
c. Avoiding Accountability

5. Legislative Oversight

a. Hearings
b. Casework

V. Personnel Management and Labor Relations

1. The Personnel Function

a. Recruitment
b. Merit Selection
c. Position Classification and Pay
d. Performance Appraisal
e. Training
f. Management Development

2. The Bittersweet Heritage of Civil Service Reform

a. The Netherworld of Public Personnel Administration
b. From Spoils to Merit
c. The Pendleton Act
d. State and Local Reform
e. The Rise and Fall of the Civil Service Commission
f. The Civil Service Reform Act of 1978
g. Reinventing Public Personnel Administration

3. Patronage Appointments
   a. The Plum Book
   b. The Constitutionality of Patronage
   c. Veterans’ Preference

4. Public Sector Labor Relations
   a. The AFL-CIO
   b. Administrative Agencies
   c. Collective Bargaining
   d. Impasse Resolution
   e. Strikes
   f. Why Strikes Occur
   g. Two Famous Strikes

VII. Social Equity
1. What Is Social Equity?
   a. Mandating Social Equity
   b. The New Public Administration

2. The Challenge of Equality
   a. Racism
   b. The Bitter Heritage of Slavery
   c. From Reconstruction to Second Reconstruction
   d. An Administrative Fix for Racism

3. Equal Employment Opportunity
   a. Origins of Affirmative Action
   b. The Case for Affirmative Action
   c. The Case against Affirmative Action
   d. Representative Bureaucracy
   e. Reverse Discrimination

4. Nonracial Discrimination
   a. Sex Discrimination
   b. Sexual Harassment
   c. Pregnancy Discrimination
   d. Age Discrimination
   e. Disabilities Discrimination

5. Public Administration and Social Equity
   a. Going the Extra Mile
   b. Inspiring Social Equity

VIII. Public Financial Management
1. The Importance of Public Financial Management
   a. Six Principles
   b. Balanced Budgets
   c. The Fiscal Year
2. The Budge Game
   a. The Politics of the Budgetary Process
   b. The Budget Maximizing Bureaucrat
3. Budgeting Theory and Practice
   a. The Taft Commission
   b. The Influence of Keynes
   c. The Objectives of Budgeting
   d. The Two Types of Budgets
4. Waves of Innovation in Budget Making
   a. The Executive Budget
   b. Line-Item Budgeting
   c. Performance Budgeting
   d. Program Budgeting Versus Incrementalism
   e. Zero-Based Budgeting
5. Contemporary Budget Reform
   a. Integrated Budgets
   b. Multiyear Budgets
6. Financing Public Expenditure
   a. Taxation
   b. The Ability-to-Pay Principle
   c. The Flat Tax
   d. User Charges
   e. Grants
   f. Profits
   g. Financial Innovations
7. The Problem of Debt
   a. Abuse of Public Debt
   b. Municipal Bonds
   c. The Rating Agencies
8. Local Government Financial Management
   a. Property Tax
   b. Sales Tax
9. Economic Policy
   a. Monetary Policy
   b. Fiscal Policy

IX. Auditing, Accounting, and Evaluating
   A. What Is an Audit?
      1. Multiple Applications
      2. History of Auditing
   B. The General Accounting Office
      1. Types of Audit
      2. Compliance Audit
      3. Performance Audit
      4. The Savings and Loan Scandal
      5. Internal Audit
C. Accounting  
   1. Cash Accounting  
   2. Accrual Accounting  
   3. Modified Accrual Accounting  
   4. Asset Management  
   5. Financial Reporting  

D. Program Evaluation  
   1. Policy Analysis Is Not Program Evaluation  
   2. Legislative Program Evaluation  
   3. Types of Evaluation  
   4. Evaluation Standards  
   5. Management Control: Evaluation in Microcosm  
   6. Evaluation and the Democratic Process  

Honor and Ethics  
A. The Origins and Nature of Honor  
   1. National Honor  
   2. Why Honor Precedes Ethics  
   3. Dimensions of Honor  
B. Corruption in Government  
   1. Bribery  
   2. Watergate  
C. Lies Big and Little’  
   1. Lying for Your Country  
   2. The Dirty Hands Dilemma  
   3. Lying About Sex  
D. Conflicts of Responsibilities  
   1. Stakeholders  
   2. Administrative Ethics  
E. Hierarchy of Ethics  
   1. The Four Levels of Ethics  
   2. The Iran-Contra Affair  
   3. The Higher Law Defense  
F. Whistleblowing  
   a. The Pentagon Papers  
   b. Protecting Whistleblowers  
G. Codes of Honor, Conduct, and Ethics  
   a. The New Face of Dueling  
   b. Honorable Behavior  
   c. The Common Law  
   d. Standards of Conduct  

EXPECTED LEARNER OUTCOMES:  
A. The student will be able to discuss the definition of public administration, its legal basis, and opportunities it offers for idealism in the pursuit of public service.
B. The student will be able to explain how public administration is an instrument of policy; public policy making is critical and that public processes take place with a policy; demonstrate that public managers contend with internal and external politics and develop its own organizational cultures.

C. The student will be able to explain the structural arrangements provided by a constitutional provision; discuss that the functions of public agencies can and should be altered from time to time; and study the advent of the reinventing government and various aspects of privatization.

D. The student will be able to discuss intergovernmental relations as federalism in action; US constitution created the permanent features of intergovernmental relation; and the significance of devolution, mandates and fiscal federalism.

E. The student will be able to explain that the origins of modern management are rooted in the military institutions of the ancient world and the significance of administrative doctrine; discuss organization theory and many meanings of bureaucracy.

F. The student will be able to analyze organizational behavior; the impact of bureaucratic structure on behavior and motivation; discuss the future of bureaucratic organizations.

G. The student will be able to describe managerialism’s effort to force the bureaucracy to be more responsive to the needs of its customers; discuss reengineering empowering others and entrepreneurism; explain performance management and measuring productivity.

H. The student will be able to explain the meaning of strategic management in the public sector, its objectives and contemporary strategic challenges.

I. The student will be able to define leadership, micromanagement, over management; discuss the challenge of accountability and legislative oversight.

J. The student will be able to discuss the process of recruitment, civil service reforms, patronage appointment, and public sector labor relations.

K. The student will be able to analyze social equity, the challenge of equality, racism, an administrative fix to racism, equal employment opportunity, nonracial discrimination and public administration and social equity.

L. The student will be able to describe the importance of financial management, budgeting – theory and practice, waves of innovation in budget making, the problem of debt, and local government financial management.

M. The student will be able to explain the meaning of audit; discuss the role of the general accounting office, methods of accounting, and program evaluation.
N. The student will be able to demonstrate the origins and nature of honor, corruption in government, lies (big and little), conflicts of responsibilities, hierarchy of ethics, whistle blowing, codes of honor, conduct and ethics.

COURSE COMPETENCIES:

The student will be able to discuss the definition of public administration, its legal basis, and opportunities it offers for idealism in the pursuit of public service.

1. The student will be able to examine the political, legal, and managerial definitions of public administration.
2. The student will be able to explore the evolution of public administration.

The student will be able to explain how public administration is an instrument of policy; public policy making is critical and that public processes take place with a policy; demonstrate that public managers contend with internal and external politics and develop its own organizational cultures.

3. The student will be able to examine the policymaking process, agenda setting, and decision making.
4. The student will be able to discuss the meaning of power and internal relationships.
5. The student will be able to identify the cultures of public organizations – outside and inside professional socialization.

The student will be able to explain the structural arrangements provided by a constitutional provision; discuss that the functions of public agencies can and should be altered from time to time; and study the advent of the reinventing government and various aspects of privatization.

6. The student will be able to describe the machinery of government including the executive branch.
7. The student will be able to discuss the machinery of state and local government.
8. The student will be able to explain strategies for privatization and voluntarism.

The student will be able to discuss intergovernmental relations as federalism in action; US constitution created the permanent features of intergovernmental relation; and the significance of devolution, mandates and fiscal federalism.

9. The student will be able to define intergovernmental relations and discuss the American federal system.
10. The student will be able to discuss dual federalism, creative and new federalism.
11. The student will be able to discuss the theory of fiscal federalism and grant programs.
12. The student will be able to analyze the positive and negative aspects of coercive federalism.

The student will be able to explain that the origins of modern management are rooted in the military institutions of the ancient world and the significance of administrative doctrine; discuss organization theory and many meanings of bureaucracy.
13. The student will be able to trace the origins of modern management to the military institutions of the ancient world.
14. The student will be able to analyze the development of scientific management between the two world wars.

**The student will be able to analyze organizational behavior; the impact of bureaucratic structure on behavior and motivation; discuss the future of bureaucratic organizations.**

15. The student will be able to discuss bureaucratic bashing and bureaucratic dysfunction.
16. The student will be able to conclude that post-bureaucratic organization theories predict a future society in which traditional bureaucracy will be replaced by more flexible forms of large-scale organization.
17. The student will be able to show that postmodernism is being accelerated by rapidly advancing information technology.

**The student will be able to describe managerialism’s effort to force the bureaucracy to be more responsive to the needs of its customers; discuss reengineering empowering others and entrepreneurism; explain performance management and measuring productivity.**

18. The student will be able to analyze that the rise of women to higher positions is changing organizational cultures, causing them to be more cooperative and less militaristic.
19. The student will be able to demonstrate that since the 1980s, managerialism refers to efforts to force the bureaucracy to be more responsive to the needs of its customers.
20. The student will be able to understand the three major aspects – reengineering, empowering powers, and entrepreneurialism.
21. The student will be able to prove that measuring the productivity of an organization, program, or individual is particularly problematic in the public sector.

**The student will be able to explain the meaning of strategic management in the public sector, its objectives and contemporary strategic challenges.**

22. The student will be able to identify the process of recruitment, merit selection, position classification and pay.

**The student will be able to define leadership, micromanagement, over management; discuss the challenge of accountability and legislative oversight.**

23. The student will be able to discuss how the method of recruitment changed from spoils to merit and the Pendleton Act.

**The student will be able to discuss the process of recruitment, civil service reforms, patronage appointment, and public sector labor relations.**

24. The student will be able to distinguish patronage appointments from merit selection.

**The student will be able to analyze social equity, the challenge of equality, racism, an administrative fix to racism, equal employment opportunity, nonracial discrimination and public administration and social equity.**

25. The student will be able to discuss social equity and challenge of equity – racism origins of affirmative action.
The student will be able to describe the importance of financial management, budgeting – theory and practice, waves of innovation in budget making, the problem of debt, and local government financial management.

26. The student will be able to understand and discuss the importance of public financial management and politics of the budgetary process.

27. The student will be able to analyze waves of innovation in budget mailing, executive budget, line-item budgeting, performance budgeting, and zero based budgeting.

28. The student will be able to develop an understanding of taxation, the ability to pay principle, the flat tax, user charges, monetary policy, and fiscal policy.

The student will be able to understand and discuss the importance of public financial management and politics of the budgetary process.

27. The student will be able to analyze waves of innovation in budget mailing, executive budget, line-item budgeting, performance budgeting, and zero based budgeting.

28. The student will be able to develop an understanding of taxation, the ability to pay principle, the flat tax, user charges, monetary policy, and fiscal policy.

The student will be able to explain the meaning of audit; discuss the role of the general accounting office, methods of accounting, and program evaluation.

29. The student will be able to discuss types of audit, cash accounting, accrual accounting, modified accrual accounting, asset management, and financial reporting.

The student will be able to demonstrate the origins and nature of honor, corruption in government, lies (big and little), conflicts of responsibilities, hierarchy of ethics, whistle blowing, codes of honor, conduct and ethics.

30. The student will be able to analyze the meaning of national honor, corruption in government, hierarchy of ethics and whistleblowing, and protecting whistleblowers.

ASSESSMENT OF LEARNER OUTCOMES:
Student progress is evaluated by means of classroom participation, out-of-class written assignments, Internet assignments, a minimum of three in class one-hour examinations, and a final examination. A research paper is an option available for the instructor.

SPECIAL NOTES:
This syllabus is subject to change at the discretion of the instructor. Material included is intended to provide an outline of the course and rules that the instructor will adhere to in evaluating the student’s progress. However, this syllabus is not intended to be a legal contract. Questions regarding the syllabus are welcome any time.

Kansas City Kansas Community College is committed to an appreciation of diversity with respect for the differences among the diverse groups comprising our students, faculty, and staff that is free of bigotry and discrimination. Kansas City Kansas Community College is committed to providing a multicultural education and environment that reflects and respects diversity and that seeks to increase understanding.

Kansas City Kansas Community College offers equal educational opportunity to all students as well as serving as an equal opportunity employer for all personnel. Various laws, including Title IX of the Educational Amendments of 1972, require the college’s policy on non-discrimination be administered without regard to race, color, age, sex, religion, national origin, physical handicap, or veteran status and that such policy be made known.
Kansas City Kansas Community College complies with the Americans with Disabilities Act. If you need accommodations due to a documented disability, please contact Director of Academic Resource Center, in Room 3354 or call (913) 288-7670.
Kansas City Kansas Community College
21st Century General Education Learning Outcomes

Learning Outcomes
Discipline knowledge and content mastery is expected of all graduates. More specifically, KCKCC is committed to the Learning Outcomes listed below. We believe that competence in the Learning Outcomes is essential for the success of graduates and will enhance their ability to become contributing members of our increasingly complex world. These areas of knowledge and skills are equally valid for all KCKCC graduates, whether they transfer to a four-year college or pursue a career after leaving college.

General Education Learning Outcomes
Communication Learning Outcomes
The learner will have the ability to express, interpret, and modify ideas/information effectively (both written and oral), including but not limited to reading text accurately and correctly; writing with a clear purpose and effective organization; speaking effectively using appropriate styles that suit the message, purpose, and content; and employing active listening techniques.

Computation Learning Outcomes
The learner will have the ability to understand and apply mathematical concepts and reasoning using numerical data.

Critical Reasoning Learning Outcomes
The learner will understand inductive and deductive reasoning and have the ability to define problems and use data (qualitative and quantitative) to make complex decisions utilizing analysis, synthesis, and evaluation skills.

Technology and Information Management Learning Outcomes
The learner will have the ability to define, collect, organize, analyze, and evaluate information from a variety of sources. The learner will also have the ability to understand basic technology concepts and functionality in order to use technology as a tool to locate and retrieve information.

Community and Civil Responsibility Learning Outcomes
The learner will demonstrate knowledge, awareness, and understanding of diverse ideas, values, and perspectives of a culturally diverse world; an understanding of the ethical issues and values that are prerequisites for making sound judgments and decisions; a recognition of the obligation to become actively involved as a contributing member of the community; and a sensitivity to the awareness of aesthetic expression.

Personal and interpersonal Skills Learning Outcomes
The learner will have the ability to work cooperatively and productively with others; to understand and evaluate his/her capabilities; to manage his/her personal growth by setting realistic and appropriate goals.

SOCIAL AND BEHAVIORAL SCIENCES
STUDENT SUCCESS STRATEGIES

Know your teacher’s name.

Turn off your electronic devices in class/make paying attention to the work of the class your only concern.

Miss class only when you cannot attend/acquire missed information and materials ASAP.

Know your syllabus.

Know the attendance policy.

Know the requirements for tests and assignments.

Know information about final exam and make-up exams.

Know instructor’s position on use of Wikipedia or other online sources.

Know the instructor’s preferred writing style (APA, MLA, etc.).

Always know your grade.

Contact your teacher ASAP with concerns or questions.

Know the benefits of the academic resource center.

Know if your course has a practicum, service learning component, or other exception.

Use an academic planner.

Know the course withdrawal policy.

Know your instructor’s office hours and make appointments when necessary.

Know the school’s scholastic honesty policy.

Be familiar with the course learning objectives, course competencies, and the college’s 21st century learning outcomes for general education.