College of Charleston
Fall 2013
POLI 210.01: Introduction to Public Administration
3 credit hours
Maybank Hall, Room 316
Monday, Wednesday and Friday: 8 a.m. – 8:50 a.m.

Professor: LaTasha Chaffin
Office Hours: (114 Wentworth, Room 104) Mondays and Wednesdays 9:20 a.m. to 10:20 a.m.
Email: chaffinly@cofc.edu (preferred method of contact outside of classroom time/office hours)
Office Phone/Voicemail: 843-953-1036

Course Introduction: Public Administration is the study of administration of the public sector. While scholars have had difficulty agreeing upon a widely accepted definition of public administration, the evolution of the discipline from public administration to new public management to new public governance is generally agreed upon. In this course we will examine the rise of the administrative state, including the historical foundations of public administration and the structure and functions of the government at the national, state and local levels. We will study organizational theory and analyze the political landscape that must be navigated for public managers to solve organizational problems including the management of human resources. In a study of public administration it is also imperative to become knowledgeable about the public policy process including how polices are implemented and evaluated by bureaucratic agencies. When considering the implementation of policy, the question of accountability arises, especially in a democratic society. Who are bureaucrats ultimately accountable to? To the Congress, the Executive branch, the Constitution and/or the governed? In an environment of a shrinking national government, devolution to the state and local governments and increasing privatization of services, issues of efficiency, effectiveness and accountability are even more paramount. You will be responsible for not only comprehending but thinking critically about the topics discussed.

Donald F. Kettl gives his assessment of the discipline of public administration by stating:

“Public administration touches deep, profound issues: how citizens’ aspirations become translated into policy; how government tries to provide effective, efficient, and fair services and how the government’s work is ultimately accountable to citizens. The intimate connection between democracy and bureaucracy are the core of the politics of the administrative process, the rise of the administrative state, and the workings of democracy in the twenty-first century (Kettl. 2012, 33).”
Course/Learning Goals:

- To understand and discuss the historical foundations of public administration and its evolution as a discipline.
- To comprehend and explain the structure and functions of the national, state and local governments and of the institutions of government, including the bureaucracy.
- To articulate how political systems, groups and individual actors interact in order to influence and create public policy.
- To ascertain the political, economic and social complexities involved in the bureaucratic implementation and evaluation of public policy.
- Through class discussions, writing assignments, case studies and examinations to demonstrate the ability to think critically about complex political ideas and concepts, including the complexities of assuring accountability in public service delivery and the politics of administrative reform.
- To understand and be able to evaluate and articulate how policy decisions impact your daily lives through class discussions, examinations and written coursework.
- To be able to apply theories of public organizational management in a practical context.

Required Texts & Additional Resources:


**Additional required readings will occasionally be made electronically available through the OAKS system, accessible in MyCharleston.

Course Procedures:

Communication – The primary method of communication from the instructor to the class outside of classroom time and office hours will be to your College of Charleston email. There will also be announcements, readings, lecture slides and assignments posted in OAKS. It is your responsibility to ensure that your accounts are active, and that you are checking them regularly in order to access and receive course updates, assignments and materials.

Behavior – Please be respectful and courteous of all students and the professor. This means being on time to class, using sound judgment by not engaging in conversations with other students during the lecture, and not exhibiting distracting behaviors such as eating, sleeping, surfing the internet and/or reading materials that are not related to the course or the class discussion.

Cell Phones & other Electronic Devices – You are expected to have your cell phones/electronic devices turned off or on silent during class discussions. It is a distraction to the instructor and your classmates if your cell phone and/or electronic device sounds during a lecture. Texting or playing games on your cell phone/electronic device are prohibited during class.

Laptops – Laptops & other electronic devices used to take notes are allowed. However, surfing the internet, including social networking sites such as Facebook or Twitter, sending emails, text messages or playing computer games are distracting to the class and unacceptable. If inappropriate uses of your laptop
and/or other electronic devices are detected during lecture, your privileges to utilize a laptop/electronic devices in class will be revoked.

**Academic Honesty** - You are responsible for making yourself aware of and understanding the College of Charleston Student Handbook policies including the Honor Code pertaining to Academic Honesty found at: [http://studentaffairs.cofc.edu/honor-system/studenthandbook/documents-pdfs/handbook.pdf](http://studentaffairs.cofc.edu/honor-system/studenthandbook/documents-pdfs/handbook.pdf)

These policies include the prohibition of cheating, plagiarism and fabrication. They also note the consequences of academic dishonesty at the College of Charleston. Any violation of these guidelines and/or other rules contained within the Honor Code will result in an F for the assignment or exam and/or other appropriate disciplinary action, at the instructor’s discretion. You should consult with the instructor if you are uncertain about an issue regarding academic honesty prior to the submission of an assignment or an exam.

**Disability Services** – The College of Charleston will make reasonable accommodations for a student with a documented disability. If you are in need of accommodations for this course due to a disability, please contact the Center for Disability Services at SNAP@cofc.edu or (843) 953-1431. Then, come and talk to me ideally within the first two weeks of class so we can put your accommodations in place within the classroom. This professor is very willing to make any adjustments necessary to address all student needs.

**Writing Lab**

The Writing Lab, located in the Center for Student Learning on the first floor of Addlestone Library provides free assistance with writing term papers, essays, letters, memos or book reviews from developing ideas and organizing materials to editing final drafts. There are walk-in lab opens on September 2, 2013 and is open Monday – Friday from 10 a.m. to 9 p.m. Friday from 10 a.m. to 12 p.m. and Sunday from 6 p.m. to 9 p.m. You may also make an appointment for private tutoring at 843-953-5635.

**Counseling**

Confidential counseling and substance abuse services are available at the Robert Scott Small Building (located off the Cougar Mall), Suite 300. You may call 843-953-5640 for an appointment.

**Course Withdrawal** – Please note that dropping a class involves more than just not attending. Please contact the registrar’s office to verify course withdrawal procedures. The last day to drop for full semester courses with a grade of “W” is October 24, 2013. The contact number for the Office of the Registrar is 843-953-5668 or registrar@cofc.edu Please consult the registrar’s office before dropping a course.

**Course Requirements:**

**Attendance and Participation** – It is your responsibility to attend lectures and obtain the information and materials disseminated during lecture periods. You are also expected to read all of the assigned readings prior to class and be prepared to discuss these readings during the class period.

An attendance sheet will be distributed during each class period. It is your responsibility to ensure that you sign the attendance sheet each class period. Under no circumstances, can another student sign the attendance sheet for you. You are permitted up to three (3) unexcused absences with no penalty. For any unexcused absences past three, there will be a one point deduction from your attendance grade for each absence. Please be aware that poor attendance is a primary reason for students’ receiving poor grades and that you cannot participate in class unless you attend class. Attendance and Participation is assessed at 10% of your final course grade.

**Examinations** – There will be two exams. Both are worth 25% each. Combined, exams are assessed at a total of 50% of the final grade. The format will consist of a combination of multiple choice, true/false, short answer, case scenarios and/or essay questions. It is advisable that you attend
class, keep up with your weekly readings and review any post-chapter questions so that you are prepared for the examinations. The final exam will be non-cumulative.

Please notify me in advance if there are extenuating circumstances that prevent you from taking an exam during the scheduled exam period ("extenuating" circumstances are examined on a case by case basis, and may or may not be approved). Examinations cannot be taken early unless it is pre-approved by me. Make up exams cannot be taken unless there is an emergency. Written documentation may be required for both scenarios. 

Failure to notify me prior to the exam hour about an unexpected absence could result in a zero for that grade. Any exams that I may approve for you to take early or make up after the examination period may not be the same as the exam given during the scheduled exam period; the exam may be an all-essay question exam.

**Case Studies** – We will complete case studies in assigned groups during class. The case studies may come from your Kettl text or I may provide you with case studies in class. At times the case studies may encompass an entire class period. There may be longer case studies assigned that you may need to complete outside of class. While you will have some time in class to work on take home case studies, there may need to be some group coordination outside of class, prior to the due date. Case study assignments will be assessed a 20% of your grade.

**Short Term Paper** – You will complete a short-term paper of eight (8) to ten (10) pages double-spaced, on one of two topics (more information will be provided in a separate handout). You must submit a brief proposal abstract by September 20th and have your topic approved before proceeding with your paper. An annotated bibliography will be due on October 18th and the final paper will be due on November 18th. The paper assignment is assessed at 20% of your grade.

A brief description of the paper assignment is provided below (more information to follow):

**Local Government PA:** You can choose a local government entity, municipality or governmental agency to complete a review of their organizational services and administration. You will also conduct an interview of a public administrator regarding their role and responsibilities. Examples of public entities could be: City of Charleston, Charleston County, Charleston Water System, City of North Charleston or Town of Mt. Pleasant.

**National or State Government PA:** Choose a public administration topic of your choice (subject to approval) to research on either the federal or state level. Examples of topics could include: the privatization of government services, information security in the public service, diversity in the civil service or government spending in a policy area at the national or state level.

Students must use Chicago style (author–date), or APA style citations (not MLA). Please refer to [http://www.calstatela.edu/library/styleman.htm](http://www.calstatela.edu/library/styleman.htm) for assistance with these citation styles. Writing Assignments must be submitted in class (not via email unless approved by the instructor).

Grades will be based on analytical rigor, empirical evidence, and writing skill and will be assessed using the following general guidelines:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
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<tbody>
<tr>
<td>A</td>
<td>Excellent; Clear, thorough, and well-supported</td>
</tr>
<tr>
<td>A–</td>
<td>Very good, with few shortcomings; or Clear, but incomplete</td>
</tr>
<tr>
<td>B+</td>
<td>Generally clear, but some gaps; or Good, though somewhat unclear</td>
</tr>
<tr>
<td>B</td>
<td>Gaps in logic and evidence; or Disordered; or Undeveloped</td>
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<tr>
<td>B–</td>
<td>Multiple gaps and unclear parts; or Containing contradictions</td>
</tr>
<tr>
<td>C+</td>
<td>Unclear throughout; or Wrong question</td>
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<tr>
<td>C</td>
<td>Vague and unsupported</td>
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<tr>
<td>C–</td>
<td>Very unclear and confusing; or No argument</td>
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<tr>
<td>D+</td>
<td>Unclear and misunderstood; or Incorrect/missing citations throughout</td>
</tr>
<tr>
<td>D</td>
<td>Very poor</td>
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<tr>
<td>D–</td>
<td>Extremely poor</td>
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<tr>
<td>F</td>
<td>Insufficient effort; or Dishonesty</td>
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**Late Assignments** – Any assignments submitted late (without prior approval), will receive a 10% penalty, per day, including weekends. Assignments that are later than five (5) days will not be accepted.

**Methods of Evaluation:**

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Points</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exams (2)</td>
<td>100 x 2 = 200</td>
<td>50% (exams are 25% each)</td>
</tr>
<tr>
<td>Case Studies</td>
<td>100 x 7 = 700</td>
<td>20%</td>
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<tr>
<td>Short Term Paper Assignment</td>
<td>100 x 3 = 300</td>
<td>20%</td>
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<td></td>
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<tr>
<td>Abstract (100 pts.)</td>
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<tr>
<td>Annotated Bib. (100 pts.)</td>
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<tr>
<td>Final Paper (100 pts.)</td>
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<tr>
<td>Attendance/Participation</td>
<td>10 x 15 = 150</td>
<td>10%</td>
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<tr>
<td><strong>Total:</strong></td>
<td><strong>1350</strong></td>
<td>100%</td>
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**Grading Scale:**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Score Range</th>
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<tbody>
<tr>
<td>A</td>
<td>93 – 100</td>
</tr>
<tr>
<td>A-</td>
<td>89 – 92</td>
</tr>
<tr>
<td>B+</td>
<td>85 – 88</td>
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<tr>
<td>B</td>
<td>81 – 84</td>
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<tr>
<td>B-</td>
<td>77 – 80</td>
</tr>
<tr>
<td>C+</td>
<td>73 – 76</td>
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<tr>
<td>C</td>
<td>72 – 75</td>
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<tr>
<td>C-</td>
<td>68 – 71</td>
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<td>D+</td>
<td>64 – 67</td>
</tr>
<tr>
<td>D</td>
<td>60 – 63</td>
</tr>
<tr>
<td>D-</td>
<td>56 – 59</td>
</tr>
<tr>
<td>F</td>
<td>55 &amp; Below</td>
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**Course Assignments:**

**Week 1: Intro to the Course**

Overview of Class and Administration

Accountability

*Chapter 1*

**Part I: The Job of Government**
Week 2: (Week of Aug. 26th)
What is Public Administration Chapter 2

Week 3: (Week of Sept. 2nd)
What Government Does – And How It does It Chapter 3

Part II – *Organizational Theory and the Role of Government’s Structure*

Week 4: (Week of Sept. 9th)
Organizational Theory Chapter 4

Week 5: (Week of Sept. 16th)
The Executive Branch Chapter 5

*Paper Proposal Abstract Due – Friday September 20, 2013*

**Library Session: Class Meeting in Addlestone Library, Room 227 – Friday September 20, 2013**

Week 6: (Week of Sept. 23rd)
Organization Problems Chapter 6

**City of Charleston Water System – Jim Meeks, Assistant Director - HR**

Week 7: (Week of Sept. 30th)
Administrative Reform Chapter 7

Exam Review

Part III – *People in Government Organizations*

Week 8: (Week of Oct. 7th)
The Civil Service Chapter 8

***Midterm Exam*** **Monday October 7th***

Week 9 (Week of Oct. 14th):

**Monday October 14, 2013** (No classes unless the College deems necessary) – **Storm Day Makeup**

Human Capital Chapter 9

*Annotated Bibliography Due – Friday October 18, 2013*

Part IV: *Making and Implementing Government Decisions*

Week 10: (Week of Oct. 21st)
Decision Making Chapter 10

**Wednesday October 23, 2013 – Charleston County Administrator – Kurt Taylor**
**Week 11: (Week of Oct. 28th)**

Budgeting  
Chapter 11

**Week 12: (Week of Nov. 4th)**

Implementation  
Chapter 12

**Week 13: (Week of Nov. 11th)**

Regulation and the Courts  
Chapter 13

**Week 14: (Week of Nov. 18th)**

Executive Power and Political Accountability  
Chapter 14

*Final Paper Due – Monday November 18, 2013*

**Week 15: Thanksgiving Break (Wed. Nov. 27th – Dec. 1st) (Week of Nov. 25th)**

**Monday December 2, 2013 – Last Day of Classes**

Final Exam Review

**Final Exam: Friday December 6, 2013 from 8 a.m. to 11 a.m.**

**The course schedule is subject to change. Changes will be communicated in class and via email a minimum of one week prior to any changes**