

PAD 5302: The Public Administration as Profession (ONLINE)

CRN: 12345

Fall 2024

Meeting time and location: Mondays 6 PM at <https://utep-edu.zoom.us/j/88408053275>

Professor Esther Han

ehan2@utep.edu

Office Hours: By appointment

(In-person/Virtual. Please, email ehan2@utep.edu to make an appointment)

NOTE: I am flexible regarding appointments, but please e-mail ahead to set a time

Course Information:

COURSE DESCRIPTION

The purpose of this course is to provide students with an overview of the field of public administration by focusing on theoretical foundation and practical knowledge. The course is organized into two major themes. The first theme, “What is Public Administration/Public Organization?”, provides a comprehensive look at the foundations and core characteristics of public administration and public organization. The second theme, “Managing Public Sector Organizations”, focuses on the critical issues related to the operations and management of public sector organizations. The covered topics include: public personnel management, performance management, and citizen-state interactions. Students will participate in a series of discussions and case study analyses to identify, analyze, and offer solutions to real-life challenges confronted by administrative agencies.

COURSE OBJECTIVES OR EXPECTED LEARNING OUTCOMES

The course seeks to develop in students:

- Understanding of core theoretical knowledge and practices in public administration
- The ability to apply abstract public administration principles to real-world scenarios by digesting readings and proposing feasible solutions
- The ability to empirically analyze public administration issues and to present the results of those explorations clearly, concisely, and in compelling form in written and oral communication

REQUIRED MATERIALS

Students will read book chapters, journal articles, or other relevant texts provided by the instructor through Blackboard (full reading list can be found on the last page). There is no required textbook. Presentation slides will be made available prior to class. Please respect the fact that class slides are the intellectual property of the instructor and are to be used strictly for educational purposes.

FINAL GRADE

Final grades are assigned at the end of the semester based on each student’s

performance on the course requirements using the following scale:

A	94-100	C+	77-79.99
A-	90-93.99	C	74-76.99
B+	87-89.99	C-	70-73.99
B	83-86.99	D	60-69.99
B-	80-82.99	F	60 or below

ASSIGNMENTS AND EVALUATIONS

Grading Breakdown by Percentage

Attendance	5%
Participation	10%
Weekly check-up quizzes	15%
Two Exams (25% each)	50%
Case Study/Writing Assignments	20%
Total:	100%

LEARNING MODULES

This course is designed using a modular format—that is, each week is “packaged” as a single module so that all the course materials, submission areas (quiz and/or case study), discussion posts are in one area for a given week.

Each week’s module includes the following: attending the online lecture; participation in the online discussion board; a check-up quiz; an individual case study or writing assignment. Any unexcused incompleteness of each module (attending/watching lecture, quiz, discussion board, and other assignments) within the assigned week will result in a reduced final grade.

If you cannot complete the module within the given week, you must email me in advance to discuss with me what’s going on. The deadline to complete the given module is at midnight on Saturdays.

Attendance (5%) Students are allowed 1 unexcused absence. I do not need to know the reason for the absences. Absences will be approved with a reasonable excuse. Excused absences can include religious holidays, pre-approved professional activities, injury or illness of the student, or immediate family member issues.

This class mainly will operate as a synchronised class via Zoom lecture sessions. The purpose of these sessions are for you to view live demonstrations of the course material, ask the instructor questions, and participate in small discussions. The Zoom session will be 6:00pm-8:00 pm on Mondays EXCEPT Sep 2nd (Labor day). A video recording of the lecture will be provided for Sep 2nd's class. If a class session for a given week is ‘asynchronous’ (a pre-recorded class instead of a live online lecture) during the semester, students will be notified in advance.

The lecture part of sessions will be recorded and provided so that they can be reviewed by students at a later time. Students are expected to, at least occasionally, participate in the live sessions with a webcam and microphone. Students should not record the sessions and post them to any sites outside of Blackboard.

If you are unable to attend a Zoom session, please let me know as soon as possible so that accommodations can be made when appropriate.

Participation (10%) This is a discussion-based course and participation is critical to you and your classmates' learning experience. Participation is worth 10 % of your final grade. Your participation grade will benefit from active behaviors on the discussion board. You do not have to have an answer to every comment on the discussion board, but you want to meet the minimum requirements for the each week's discussion board.

Weekly check-up quizzes (15%)

Every Wednesday, a weekly quiz will be released; students will solve multi-choice questions related to the lecture and reading materials. Each question will be worth 0.5% of the grade, and there will be five questions for each weekly quiz. The deadline to complete the quiz is on Saturdays at midnight.

Midterm exam and final exam (25% each) The midterm and final exams will each account for 40% of the final grade. The exam will be on-line and open-note, yet with the limited time. The two exams will primarily consist of multiple-choice questions with varying levels of difficulty. Mid-term questions will cover material from the first half of the semester. The final exam is *not* cumulative.

Individual Case Study or Writing Assignments (20%) Each week's module either has a writing assignment or a case study. Each assignment is worth 5% of the final grade. The submission with the lowest grade will be dropped. Writing assignment/Case study topics will be posted on Blackboard and match each week's theme. Each case will have a set of questions that ask you to provide your own ideas and write about them. Assignments will only be accepted through the appropriate assignment Dropbox on Blackboard and due Saturdays at midnight. If you turn in work late and do not have an excused absence, your final score will be deducted 10% for each day it is late.

TECHNOLOGY REQUIREMENTS

Course content is delivered via the Internet through the Blackboard learning management system. Ensure your UTEP e-mail account is working and that you have access to the Web and a stable web browser. Google Chrome and Mozilla Firefox are the best browsers for Blackboard; other browsers may cause complications. When having technical difficulties, update your browser, clear your cache, or try switching to another browser.

You will need to have access to a computer/laptop, scanner, a webcam, and a microphone. You will need to download or update the following software: Microsoft Office, Adobe Acrobat Reader, Windows Media Player, QuickTime, and Java. Check that your computer hardware and software are up-to-date and able to access all parts of the course.

If you do not have a word-processing software, you can download Word and other Microsoft Office programs (including Excel, PowerPoint, Outlook and more) for free via UTEP's Microsoft

Office Portal. Click the following link for more information about [Microsoft Office 365](#) and follow the instructions.

IMPORTANT: If you encounter technical difficulties beyond your scope of troubleshooting, please contact the UTEP [Help Desk](#) as they are trained specifically in assisting with technological needs of students. Please do not contact me for this type of assistance. The Help Desk is much better equipped than I am to assist you!

Course Communication: How we will stay in contact with each other

Because this is an online class, we won't see each other in the ways you may be accustomed to: during class time, small group meetings, and office hours. However, there are a number of ways we can keep the communication channels open:

- **Email:** UTEP e-mail is the best way to contact me. I will make every attempt to respond to your e-mail within 24-48 hours of receipt. When e-mailing me, be sure to email from your UTEP student account and please put the course number in the subject line. In the body of your e-mail, clearly state your question. At the end of your e-mail, be sure to put your first and last name, and your university identification number.
Discussion Board: If you have a question that you believe other students may also have, please post it in the Help Board of the discussion boards inside of Blackboard. Please respond to other students' questions if you have a helpful response.
Announcements: Check the Blackboard announcements frequently for any updates, deadlines, or other important messages.

NETIQUETTE

As we know, sometimes communication online can be challenging. It's possible to miscommunicate what we mean or to misunderstand what our classmates mean given the lack of body language and immediate feedback. Therefore, please keep these netiquette (network etiquette) guidelines in mind. Failure to observe them may result in disciplinary action.

- Always consider audience. This is a college-level course; therefore, all communication should reflect polite consideration of other's ideas.
- Respect and courtesy must be provided to classmates and to the instructor at all times. No harassment or inappropriate postings will be tolerated.
- When reacting to someone else's message, address the ideas, not the person. Post only what anyone would comfortably state in a face-to-face situation.
- Blackboard is not a public internet venue; all postings to it should be considered private and confidential. Whatever is posted on in these online spaces is intended for classmates and professor only. Please do not copy documents and paste them to a publicly accessible website, blog, or other space.

EXCUSED ABSENCES AND/OR COURSE DROP POLICY

I will not drop you from the course. However, if you feel that you are unable to complete the course successfully, please let me know and then contact the [Registrar's Office](#) to initiate the drop process. If you do not, you are at risk of receiving an "F" for the course.

DEADLINES, LATE WORK, AND ABSENCE POLICY

Major Writing Assignments

- Major writing assignments will be due on Sundays at midnight (11:59 PM). No late work will be accepted if the reason is not considered excusable.

Quiz and Blog/Discussion Assignments

- All quiz, discussion board, and any writing/case study assignments will be due on Saturdays at midnight (11:59 PM). No late work will be accepted if the reason is not considered excusable.

MAKE-UP WORK

Make-up work will be given *only* in the case of a *documented* emergency. Note that make-up work may be in a different format than the original work, may require more intensive preparation, and may be graded with penalty points. If you miss an assignment and the reason is not considered excusable, you will receive a zero. It is therefore important to reach out to me—in advance if at all possible—and explain with proper documentation why you missed a given course requirement. Once a deadline has been established for make-up work, no further extensions or exceptions will be granted.

ALTERNATIVE MEANS OF SUBMITTING WORK IN CASE OF TECHNICAL ISSUES

I strongly suggest that you submit your work with plenty of time to spare in the event that you have a technical issue with the course website, network, and/or your computer. I also suggest you save all your work (answers to discussion points, quizzes, exams, and essays) in a separate Word document as a back-up. This way, you will have evidence that you completed the work and will not lose credit. If you are experiencing difficulties submitting your work through the course website, please contact the UTEP Help Desk. You can email me your back-up document as a last resort.

INCOMPLETE GRADE POLICY

Incomplete grades may be requested only in exceptional circumstances after you have completed at least half of the course requirements. Talk to me immediately if you believe an incomplete is warranted. If granted, we will establish a contract of work to be completed with deadlines.

ACCOMMODATIONS POLICY

The University is committed to providing reasonable accommodations and auxiliary services to students, staff, faculty, job applicants, applicants for admissions, and other beneficiaries of University programs, services and activities with documented disabilities in order to provide them with equal opportunities to participate in programs, services, and activities in compliance with sections 503 and 504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act (ADA) of 1990 and the Americans with Disabilities Act Amendments Act (ADAAA) of 2008. Reasonable accommodations will be made unless it is determined that doing so would cause undue hardship on the University. Students requesting an accommodation based on a disability must register with the [UTEP Center for Accommodations and Support Services](#) (CASS). Contact the Center for Accommodations and Support Services at 915-747-

5148, or email them at cass@utep.edu, or apply for accommodations online via the [CASS portal](#).

SCHOLASTIC INTEGRITY

Academic dishonesty is prohibited and is considered a violation of the UTEP Handbook of Operating Procedures. It includes, but is not limited to, cheating, plagiarism, and collusion. Cheating may involve copying from or providing information to another student, possessing unauthorized materials during a test, or falsifying research data on laboratory reports. Plagiarism occurs when someone intentionally or knowingly represents the words or ideas of another as one's own. Collusion involves collaborating with another person to commit any academically dishonest act. Any act of academic dishonesty attempted by a UTEP student is unacceptable and will not be tolerated. All suspected violations of academic integrity at The University of Texas at El Paso must be reported to the [Office of Student Conduct and Conflict Resolution \(OSCCR\)](#) for possible disciplinary action. To learn more, please visit [HOOP: Student Conduct and Discipline](#).

CLASS RECORDINGS

The use of recordings will enable you to have access to class lectures, group discussions, and so on in the event you miss a synchronous or in-person class meeting due to illness or other extenuating circumstance. Our use of such technology is governed by the Federal Educational Rights and Privacy Act (FERPA) and UTEP's acceptable-use policy. A recording of class sessions will be kept and stored by UTEP, in accordance with FERPA and UTEP policies. Your instructor will not share the recordings of your class activities outside of course participants, which include your fellow students, teaching assistants, or graduate assistants, and any guest faculty or community-based learning partners with whom we may engage during a class session. **You may not share recordings outside of this course.** Doing so may result in disciplinary action.

PLAGIARISM DETECTING SOFTWARE

Some of your course work and assessments may be submitted to SafeAssign, a plagiarism detecting software. SafeAssign is used to review assignment submissions for originality and will help you learn how to properly attribute sources rather than paraphrase.

COPYRIGHT STATEMENT FOR COURSE MATERIALS

All materials used in this course are protected by copyright law. The course materials are only for the use of students currently enrolled in this course and only for the purpose of this course. They may not be further disseminated.

Course Resources: Where you can go for assistance

UTEP provides a variety of student services and support:

Technology Resources

- [Help Desk](#): Students experiencing technological challenges (email, Blackboard, software, etc.) can submit a ticket to the UTEP Helpdesk for assistance. Contact the Helpdesk via phone, email, chat, website, or in person if on campus.

Academic Resources

- [UTEP Library](#): Access a wide range of resources including online, full-text access to thousands of journals and eBooks plus reference service and librarian assistance for enrolled students.
- [University Writing Center \(UWC\)](#): Submit papers here for assistance with writing style and formatting, ask a tutor for help and explore other writing resources.
- [Math Tutoring Center \(MaRCS\)](#): Ask a tutor for help and explore other available math resources.
- [History Tutoring Center \(HTC\)](#): Receive assistance with writing history papers, get help from a tutor and explore other history resources.
- [RefWorks](#): A bibliographic citation tool; check out the RefWorks tutorial and Fact Sheet and Quick-Start Guide.

Individual Resources

- [Military Student Success Center](#): Assists personnel in any branch of service to reach their educational goals.
- [Center for Accommodations and Support Services](#): Assists students with ADA-related accommodations for coursework, housing, and internships.
- [Counseling and Psychological Services](#): Provides a variety of counseling services including individual, couples, and group sessions as well as career and disability assessments.

Weekly Calendar

The course syllabus provides a general plan for the course; subject to change if necessary.

The due date for completing weekly module and assignments including quiz, discussion board, and writing assignment/case study is ALWAYS Saturdays at 11:59PM (MST). No late work will be accepted, unless it was prearranged.

	Topic	Objectives: To understand	Readings	Assignments
Week 1 (Aug 26)	Intro to Public organizations	Rationale and characteristics of public organizations	Rainey Chap 3 -p.4~15 scam -p.13~19; p. 26~33; p.38~42	Weekly quiz Discussion board WA/Case study
Week 2 (Sep 2) LABOR DAY*	Bureaucracy and Government Accountability	Constructs, roles, and control of bureacracy in public organizations	Kettl Chap1	Weekly quiz Disucssion board WA/Case study
Week 3 (Sep 9)	Public Employee Management	Public employee movitation and managing public workforce	Rainey Chap 9; Moynihan et al (2007)	Weekly quiz Disucssion board WA/Case study
Week 4 (Sept 16)	Public budgeting	Characteristics of public fincance	Kettle Chap 11	Midterm
Week 5 (Sep 23)	Performance Management	Basic elements of performance management and its practices	Van Ryzin (2007); Poister et al Chap 1&3	Weekly quiz Disucssion board WA/Case study
Week 6 (Sep 30)	Citizen-State interactions 1	Citizen and nonprofit coproduciton of public services	Nabatchi et al (2017); Paarlberg, & Gen (2009)	Weekly quiz Disucssion board WA/Case study
Week 7 (Oct 7)	Citizen-State interactions 2	Representative bureacracy and administrative burden	Van Ryzin and Ricucci (2016); Moynihan et al (2015)	Weekly quiz Disucssion board WA/Case study
Week 8 (Oct 14)	Final Exam			

**No Online Lecture. Video recording will be provided for the week*