Syllabus

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Course Overview

This online course focuses on the role of administration in government and the primary relationships and responsibilities that influence and explain administrative behavior and public administration performance. We will study management processes involved in accomplishing administrative government and explore the various trends in, and techniques of public management. In doing so, we will concentrate on relationships that affect public administrators because we want to understand the craft of public administration and its influence on society. We will also consider in-depth the ethical concerns and responsibilities associated with the administration of public organizations through case study analyzes and online class discussion activities. Since this is an online class, much of our discussions will take place in the form of short critical thinking assignments that, in addition to turning them in for a grade and feedback from the instructor, will also provide an opportunity for each of you to post to share with (and get feedback) from the rest of the class. Engaging in discussions with your classmates and instructor will help you get the most out of this class. That said, I look forward to working with you this semester and I encourage you to be active in our online discussions.

Course Objectives

Learning outcomes relevant to Social and Behavior Sciences (SBS) - Students can expect to learn the following by the end of this course:

1. to define, understand, and use concepts and terms relevant to the study of public administration
2. to apply a body of factual knowledge directly relevant to understanding the role of administrators across a range of public organizations
3. to critique and apply major ideas that are directly relevant to analyzing the effects of historical, social, political, economic, and global forces on the state of public administrators and the organizations they lead
4. to recognize and formulate researchable questions relevant to the study of the craft of public administration
5. to apply knowledge and general theories from the literature to evaluate the current events and conditions related to the administrative craft
6. to communicate effectively and appropriately with classmates in discussing the literature

Required Texts

The course includes two required textbooks, each of which is listed below. In addition, there will be a variety of other required reading materials that I will provide on the class webpage as documents you can download or link to.
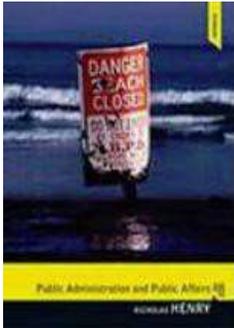
Henry, Nicholas. 2012. Public Administration and Public Affairs, 12th ed. New York: Longman.

- **ISBN-13: 9780205855865**

Sharp, Brett S., Grant Aguirre, & Kenneth Kickham. 2011. Managing the Public Sector: A Casebook in Ethics and Leadership. New York: Longman.

- **ISBN-13: 9780136039754**

Objectives for Good Citizenship & Communication Etiquette

As a member of this online class it is vital that you to adhere to the following principles of professionalism:

- Interpret the consequences of one's own actions:
  - Unprofessional conduct will be dealt with swiftly through the university and it is at the instructor's full discretion to have a student dropped from the course for any inappropriate behavior.
- Have responsible civic engagement:
  - Respect different points of view and different cultures.
  - Work effectively as a group leader and/or member of the class.
  - Articulate the value of a diverse and global perspective in the workplace and society.
- Communicate effectively and appropriately in online discussions:
  - Since this course limits our communication with each other to online discussions only, it is essential that the utmost respect and professionalism be adhered in all exchanges between class members.

- When engaging others in discussion, my best advice is to focus on ideas about how one can be most successful in addressing public administration tasks and challenges, and how such suggestions can improve societal outcomes.
- In doing so, make sure to avoid any unnecessary arguments with other class members, such as political polemical arguments (e.g., negative partisan talking points targeting those of opposing ideological perspectives or particular political figures) or, even worse, personal attacks on others for having different views.
- Email Protocol – Please email the instructor within the course:
  - When emailing the instructor within the course, be sure to include your first and last name. Do not email me about information you can obtain from the syllabus. I do not answer substantive material from lectures or readings via email as it is not an effective means of communicating. If there is class material you are confused about, please use the online class discussion sessions as a means to obtain feedback and increase your comprehension of the readings. I will respond as my earliest convenience.

Suggestions for Success

Keep in mind that this online course is very labor-intensive, particularly since the course covers 16 weeks of course material in a relatively short 7-week period. Although completing a course online might seem easier than attending classes, on the surface, it actually takes a large amount of additional effort and time to (a) read and comprehend all the material (both the detailed PowerPoint slides and assigned book readings), and (b) type out and turn in the numerous short assignments and online class discussion postings. While regular classes require about 9-12 hours of weekly work, our online class will require you to invest closer to around 18-20 hours of dedicated time per week in order to succeed. On the bright side, the 7-week course will be completed in a relatively short time and will earn you the same three credit hours towards graduation.

PDF Lecture Notes

Ahead of every class day, I will post detailed PDF lecture notes on the class website to accompany the assigned readings. These lecture notes are intended as an aide to help you understand the key concepts and material from each assigned reading, as well as to highlight the material that will be covered in the class exams. Downloading and following these lecture notes in concert with the assigned readings constitutes a key component for success in the classroom. In addition, online class discussion postings concerning the lecture notes are both welcome and encouraged.

Paper Project

The main class project constitutes the development of a paper project in the form of an *administrative report/portfolio*, which outlines the origins, mission statement, and general history of a given public organization and provides an overall assessment of such organization. The overall assessment will focus on the exploration and examination of an agency's current agenda, its interaction with political actors, what the agency produces, and, most importantly, how the agency may best be managed to maximize policy performance for serving the public. **The project is worth 15% of the final grade and should be 5-6 pages (approximately 1,500 words) in length (including references), with size 12 Times New Roman font, 1-inch**

margins, and a double-spaced format. For more details and guidance on this project, download the "Paper Project Rubric" on the class website.

Short Assignments and Online Class Discussion Topics

For each class day (starting the second week), you will choose two "Self-Reflection and Understanding" sections from the Public Administration and Public Affairs book for your short assignments to turn in to me via the "Assignments" tab and one case from the Managing in the Public Sector book for your online discussion posting, which you can turn in via the "Discussions" tab (please refer to the "Casebook Assignments and Online Discussions" documents in the "Course Content" page for more details).

Grades

Grades will be based on two exams, the first exam counts 25% and the second exam counts 30%, numerous short assignments that constitute 20% of the grade, one paper project that is worth 15%, and participation in online class discussions, which counts for 10% of the grade. Instructions for the short assignments and paper project will be provided in detailed postings on the class webpage. Please note that I do not give out grades by telephone.

Final Grades are based on accumulated weighted points, rounded to the 2th decimal:

Grading/Exams	
Participation in Online Class Discussions	10%
Paper Project	15%
Short Assignments	20%
Exam 1	25%
Exam 2	30%
Total	*100%*

Final Grade Scale
$\geq 89.50\% = A$
$89.49 - 79.50\% = B$
$79.49 - 69.50\% = C$
$69.49 - 59.50\% = D$
$\leq 59.50\% = F$

Note: I will not change grades. If you are concerned about your grade, please contact me immediately by emailing me within the course. This is particularly important if your grade on the first exam is not what you expected. I will not change the grade, but I can give you feedback and suggestions on how to improve your performance in the class.

Classroom Policies

- Participation in online discussions counts for 10% of the final grade. Accordingly, you must participate in online class discussions to earn an "A." I expect everyone to regularly engage in class discussions and to do so in a positive and appropriate way (see "Objectives for Good Citizenship & Communication Etiquette" above). This means being attentive to the online class webpage on a daily basis, being willing to ask and answer questions through

postings, and being prepared in general to contribute intellectually to the class discussions. Remember that you are expected to have completed the weekly readings before the scheduled dates.

- Demonstrating your willingness to participate and showing that you are prepared and keeping up with the readings is important particularly because I will consider your class participation when calculating your final grade. In addition, exams will cover material from the readings and the posted lecture notes, so doing just one or the other will leave you at a disadvantage.
- If I consistently detect a pattern of only a few students reading, I will replace open
- **NO LATE ASSIGNMENTS WILL BE ACCEPTED** – In this online course, I provide more than plenty of time for assignments to be completed. For regular short assignments and discussions, all PDF lecture notes with assignment/discussion instructions on our online class website are already available on the class website and all assignments/discussion are not due until 11 p.m. the day of the class lecture (see syllabus for details). *I encourage students to begin working on their lecture readings and assignments at least a day in advance to avoid running out of time.* Otherwise, the class paper project is assigned on the first day of class and will not be due until the sixth week of the course. As such, there is no excuse for being unable to turn in work on time. Assignments and the class project must be turned in via the drop box located in the online "Assignments" tab under the "Course Tools" menu bar. Class discussions must be posted via the online "Class Discussions" tab under the "Course Tools" menu bar.
- **NO MAKE-UP EXAMS ALLOWED** – In meeting with the requirements and limitations of an online course, all exams will be posted online as "take home" exams such that students will have a full **15 hours** to complete their exams. Specifically, exams will be posted on our online class website no later than 8 a.m. (MT) on the exam day, and are due by 11 p.m. (MT) that day (see syllabus for details). Exams must be turned in via the drop box located in the online "Exams" tab under the "Course Tools" menu bar.

Current Events and Web Links

All students should keep track of current events (both national and daily) on a daily basis. In particular, I highly encourage for students to use at least one of the following national news sources: *New York Times, Washington Times, Wall Street Journal, Washington Post, USA Today*, or, more generally the *Google News* section (click on each title for the hyperlink that takes you to the website). For local news, students may also wish to keep up with the *El Paso Times* and *El Diario de El Paso*. For students living outside of El Paso, try to find and keep up with a reliable local news source (feel free to check with me about your choice).

In addition to keeping up with news, your **class paper project** and many of our class discussions and short assignments will include topics and questions that relate to government departments and agencies in charge of key policy spheres. To better understand such bureaucratic entities and as a means to help you shape your opinions about the role they do/should play in solving public problems, I highly recommend using their official websites listed below as a valuable resource of information:

CABINET DEPARTMENTS	FEDERAL AGENCIES
Agriculture	**Central Intelligence Agency**
Commerce	**Federal Election Commission**
Defense	**Environmental Protection Agency**
Education	**Federal Emergency Management Agency**
Energy	**Federal Trade Commission**
Health and Human Services	**National Aeronautics and Space**
Housing and Urban Development	**Administration**
Homeland Security	**National Endowment for the Humanities**
Interior	**National Science Foundation**
Justice	**Small Business Administration**
Labor	**Social Security Administration**
State	**Agency for International Development**
Transportation	**United States Postal Service**
Treasury	**Government Accountability Office**
Veteran Affairs	**Peace Corps**

Plagiarism and Academic Dishonesty

Academic integrity and standing require a respect and adherence to the grading policies, rules against cheating, and plagiarism. As commonly defined, plagiarism consists of passing off as one's own the ideas, words, writings, etc., which belong to another. In accordance with the definition, you are committing plagiarism if you copy the work of another person and turn it in as your own, even if you should have the permission of the person. Plagiarism is one of the worst academic sins, for the plagiarist destroys the trust among colleagues without which research cannot be safely communicated. **Note that all turned-in materials will be cross-checked with UTEP's online program for plagiarism and cheating detection.**

Any act of academic dishonesty attempted by a UTEP student is unacceptable and will not be tolerated. Violations will be taken seriously and will be subject to disciplinary action. Students may be suspended or expelled from UTEP for such actions. For further information, please refer to http://studentaffairs.utep.edu/Default.aspx?tabid=4386.

On Cheating and Complicity

Cheating normally includes looking at another student's examination, using cheat sheets or other unauthorized notes during an exam, or having others conduct research or prepare work that you turn in as your own (includes the use of commercial term paper companies, buying answer sets from a tutoring company, or obtaining answers from other unauthorized sources). While not all of these types of cheating apply to an online course, several do and I will be vigilant in monitoring the class for any signs of cheating or complicity accordingly. For example, communication with other students outside of the class discussion is perfectly acceptable and even encouraged, but using outside means of communication to work jointly on individual (i.e. non-group) class assignments or exams is strictly prohibited.

Do not allow other students to tempt you into providing answers for them as doing so makes you complicit in their acts of cheating. More specifically, complicity refers to any collaboration for aiding others in the act of cheating, including allowing others to cheat off of your paper, taking an exam for another student, or providing another student's signature in their absence for in-class assignments or attendance sheets. Also, you may not submit work for this class that you did for another class without my expressed consent.

ADA Statement

The Americans with Disabilities Act (ADA) is a federal antidiscrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. In Section 504 of the Vocational Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990, if a student needs an accommodation then the Disabled Student Services Office (DSSO) located at UTEP needs to be contacted. If you have a condition, which may affect your ability to perform successfully in this course, you are encouraged to discuss this in confidence with the instructor and/or the director of the DSSO. You may call (915) 747-5148 for general information about the Americans with Disabilities Act (ADA) and the rights that you have as a UTEP student with a disability. You also can visit the DSSO website at http://www.utep.edu/dsso or the DSSO in Room 108 East Union Building.

Individuals with disabilities have the right to equal access and opportunity. It is the student's responsibility to contact the instructor and the Disabled Student Services Office at the University of Texas at El Paso.

Copyright Statement for Course Materials

The course materials used in this course are copyrighted. By course materials, I mean all materials generated for this class, which include but are not limited to syllabi, quizzes, exams, lecture notes and PowerPoint slides, other online class materials, review sheets, and additional problem sets.
This also includes any information posted on the course webpage. Because these are copyrighted, you do not have the right to distribute the course materials, unless I expressly grant permission.

Syllabus Updates

This is a provisional syllabus. With advanced notice, I may introduce specific changes or updates based on progress in class. Thus, the syllabus may change at the instructor's discretion.

Software Requirements

You will need the following software on your computers to efficiently work in this course. In some cases your computer may already have some of these programs installed.

- Adobe Acrobat Reader. You can get the program by going to http://www.adobe.com and then clicking on the icon on the center of the screen which says "Get Adobe Reader". Follow instructions to install the reader.
- Adobe Flash Player. You can get the player by going to http://www.adobe.com and then

clicking on "Get Adobe Flash Player". Follow instructions to install the player.

- Apple QuickTime Player.You can get this player by going to http://www.apple.com . Once there, click on the "Downloads" tab on the top of the page and then click on QuickTime "Download" and follow instructions.
- Microsoft Office. I recommend buying this if you do not have any word processing software or presentation software. As students, you can generally buy this whole package for about $25, far less than the store price of approximately $400.

Email tool with file attachment capability. Please use your UTEP email account.

- If you do not have a UTEP e-mail account, please get one immediately. Here is how:
  - Go to https://newaccount.utep.edu/.
  - Create your account (remember that your date of birth is in the form mm/dd/yyyy: two digits for the month, then day, then year).
  - After you create your account, you must wait 48 hours, then go back to the site and click on "Check on existing account." Enter your UTEP Student ID Number (e.g. 80XXXXXX) and date of birth, and you will get your login name and password.

    Please let one of us know if you have any difficulty. You may also call the UTEP HELP desk at 1.915.747.5257.
  - The HELP desk hours are given below:

Mon-Fri 7:00am - 8:00pm (Mountain Time)
SAT 9:00am - 1:00pm (Mountain Time)
SUN CLOSED

UTEP Technical Support

The University of Texas at El Paso offers complete technical information and Help Desk support at: http://issweb.utep.edu/techsupport/.

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