Introduction to Public Administration
Fall 2019 - PADP 3000

Instructor: Lawrence A Brown II
Email: Lawrence.brown25@uga.edu
Office Hours: Baldwin 411
Fridays 10:00AM to 1:00PM or By Appointment

Time: Tuesday and Thursday 11:00 AM to 12:15 PM
Location: Journalism 501
Course Website: e-Learning Commons (e-LC)

Course Description and Objectives:
This course has been designed to provide a comprehensive view of American public administration, its relationship to the American political system, and its evolution through time. In federal, state, and local governments, bureaucracy (a major focus in the study of public administration) acts as a substantial tool of power—translating public policy into changed conditions. The inner-workings of bureaucracy and the outer influences upon it have an immense impact on how that translation takes place and on its final result.

Having adapted continuously over time to respond to the changing demands of the American people, American public administration has become one of the most important, brutally fought over, controversial, yet least understood aspects of the American system of government. One of this course’s objectives is to shed some light.

Another of this course’s objectives is to give students applicable knowledge. The work of public administrators (often called bureaucrats) is to act on behalf of the people and within the boundaries set by statutes. These statutes have been put into law by elected officials who often have a strong interest in making those statutes relatively vague. Because of this, public administrators must faithfully execute the law using their professional expertise and a consideration of public values while also navigating the competing demands of various political actors, including (but not limited to) average citizens, elected executives, and legislators. That’s a lot of responsibility. And fulfilling that responsibility makes the bureaucracy a center of policy-making in and of itself. In this course, students are given the opportunity to apply their acquired public administration-related knowledge to real public administration-related problems.

***Disclaimer: The course syllabus is a general plan for the course; deviations announced to the class by the instructor may be necessary.

Assignments:
Memos
Your main written contribution to this course will be three memos you will construct and submit throughout the semester. A memo is a brief document written to persuade some person, team, or other entity to adopt a policy. It is important that a memo be brief, substantive, logically tie
policy recommendations to the problems presented, and be geared to the uses and tastes of the intended audience.

For each of the three memos, you will be given:

1. A general prompt
2. A case dossier
3. An audience dossier

It will be your job to use this information to draft an informative and persuasive memo. I will provide general guidance to the memo’s structure. We will also read and discuss Bob Behn’s (2018) “The Craft of Memo Writing” as a class to clarify some important features of memo writing. I recommend that you refer back to Behn (2018) as you write memos throughout the semester.

I will provide your prompts nine days prior to the due date. You are to include a bibliography and parenthetical citations in APA format. It is recommended that you cite class readings from Kettl (2017) and the given articles, but you may cite other academic sources as well.

As an added challenge, each subsequent memo is to become progressively brief. Balancing substance and brevity is an important skill to develop as a memo writer. As a memo writer, your audience will be decisionmakers—folks who generally have limited time to read and absorb information. The word count limits (+/- 50 words) for each assignment are listed below:

**Memo 1 (Sent September 10 | Due September 19): 1250 words**

**Memo 2 (Sent October 22 | Due October 31): 1000 words**

**Memo 3 (Sent November 12 | Due November 21): 750 words**

**Midterm (October 8)**

You will be given a midterm exam that is multiple choice with a few short answer questions. The exam will take place in class and be closed-book. Please prepare by studying the class readings and your lecture notes up to that exam.

**Final (December 12; 12:00 to 3:00PM)**

You will be given a final exam that is multiple choice with a few short answer questions. The exam will take place in class and be closed-book. Please prepare by studying the class readings and your lecture notes up to that exam.

The final exam will be comprehensive—it could cover any material from the first lecture to the last. If you do the readings, attend the lectures, take good notes, and study well, I believe that you will be prepared.
Grading Policy:

Memo 1 (15%)  
Memo 2 (15%)  
Memo 3 (15%)  
Midterm (15%)  
In-Class Participation (10%)  
Final Exam (30%)

Attendance Policy

Attendance at each class session is expected. Participation is an important part of your grade. You are allowed two unexcused absences before your attendance negatively impacts your final grade. Absences which are excused (accompanied by some legitimate documentation) will not count against your final grade.

Required Course Materials

- I will provide other required reading materials via eLC

Policy for Make-Up of Examinations

Make-up exams will only be given if the student provides a reasonable (per the instructor’s judgment) justification for missing the exam one week prior to the exam or at the instructor’s discretion.

Honor Code and Academic Honesty Policy:

UGA Student Honor Code: "I will be academically honest in all of my academic work and will not tolerate academic dishonesty of others." A Culture of Honesty, the University's policy and procedures for handling cases of suspected dishonesty, can be found at www.uga.edu/ovpi.

As a University of Georgia student, you have agreed to abide by the University’s academic honesty policy, “A Culture of Honesty,” and the Student Honor Code. All academic work must meet the standards described in “A Culture of Honesty” found at: https://honesty.uga.edu/Academic-Honesty-Policy/. Lack of knowledge of the academic honesty policy is not a reasonable explanation for a violation. Questions related to course assignments and the academic honesty policy should be directed to the instructor.
**Students with Disabilities**

Students with disabilities who require reasonable accommodations in order to participate in course activities or meet course requirements should contact the instructor or designate during regular office hours or by appointment. Meeting at the end of class is also permissible. Any such documentation for accommodation(s) from Disabilities Services should be presented to the Instructor as soon as possible. For more info, contact the Disability Resource Center at (706) 542-8719 and/ or drc@uga.edu.

**Class Schedule and Readings**

**Week 1: Class Introduction**

*Thursday, August 15*

*Syllabus Overview*

*What is Public Administration?*

**Week 2: Constitutional Foundations of Public Administration, Separation of Powers, Accountability**

*Tuesday, August 20*

*Constitutional Foundations of Public Administration Lecture and Discussion*

- Reading Assignment(s) for this Day:
  - Various. (1787). *U.S. Constitution:* Article I § 8; Article II § 2-3; Article III § 2.

*Thursday, August 22*

*Accountability Lecture and Discussion*

Reading Assignment(s) for this Day:

- Kettl Chapter 1: Accountability
- *Accountability Case*

**Week 3: Contemporary Public Administration: Role and Action at a Bird’s Eye View**
**Tuesday, August 27**

*Contemporary Public Administration Overview Lecture and Discussion 1*

Reading Assignment(s) for this Day:
- Kettl Chapter 2: What Government does—And how it does it.

**Thursday, August 29**

*Contemporary Public Administration Overview Lecture and Discussion 2*

Reading Assignment(s) for this Day:
- Kettl Chapter 3: What is Public Administration?

**Week 4: Organizational Theory**

**Tuesday, September 3**

*Org Theory Introduction Lecture and Discussion*

Reading Assignment(s) for this Day:
- Kettl, Chapter 4, Organization Theory

**Thursday, September 5**

*Memo Assignments Introduction*

*Contemporary Organizational Arrangements Lecture and Discussion: Networks*

Reading Assignment(s) for this Day:

**Week 5: The Executive Branch**

**Tuesday, September 10**

***Memo Assignment 1 Distributed***

*Executive Branch Lecture and Discussion*

Reading Assignment(s) for this Day:
- Kettl Chapter 5, The Executive Branch
**Thursday, September 12**

**Issues in Applied Executive Control Lecture and Discussion**

Reading Assignment(s) for this Day:

***For this day, at least scan these. Get a basic enough understanding that you might be able to discuss the subject matter.***


**Week 6: Organizational Management**

**Tuesday, September 17**

*Organizational Problems Lecture and Discussion:*

Reading Assignment(s) for this Day:

- Kettl Chapter 6, Organization Problems

**Thursday, September 19**

***Memo Assignment 1 Due Before Class***

*Memo Assignment 1 Overview*

**Week 7: Administrative Reform**

**Tuesday, September 24**

*Administrative Reform Lecture and Discussion*

Reading Assignment(s) for this Day:

- Kettl Chapter 7: Administrative Reform

**Thursday, September 26**

*The “New Public Management” Lecture and Discussion*

Reading Assignment(s) for this Day:

**Week 8: The Civil Service**

*Tuesday, October 1*

*The History of the American Civil Service System Lecture and Discussion*

**Reading Assignment(s) for this Day:**

***For this week, at least scan these. Get a basic enough understanding that you might be able to discuss the subject matter.***


*Thursday, October 3*

*Today’s Civil Service Lecture and Discussion*

**Reading Assignment(s) for this Day:**

• Kettl Chapter 8: The Civil Service

**Week 9: Human Capital and Personnel**

*Tuesday, October 8*

*MIDTERM EXAMINATION*

*Thursday, October 10*

*Human Capital Lecture and Discussion*

**Reading Assignment(s) for this Day:**

• Kettl Chapter 9: Human Capital

**Week 10: Decision Making**

*Tuesday, October 15*

*Decision Making Lecture and Discussion*

**Reading Assignment(s) for this Day:**

• Kettl Chapter 10: Decision Making
Thursday, October 17

Further Issues in Bounded Rationality Lecture and Discussion

Reading Assignment(s) for this Day:


Week 11: Budgeting

Tuesday, October 22

***Memo Assignment 2 Distributed***

Budgeting Lecture and Discussion I: The Basics of American Budgeting

Reading Assignment(s) for this Day:

- Kettl Chapter 11: Budgeting

Thursday, October 24

Budgeting Lecture and Discussion II: More on Taxing and Spending

Reading Assignment(s) for this Day:


Week 12: Collaboration, and Nonprofit Partners

Tuesday, October 29

Collaboration Lecture and Discussion

Reading Assignment(s) for this Day:


Thursday, October 31

***Memo Assignment 2 Due Before Class***

Memo Assignment 2 Overview

Nonprofits Lecture and Discussion
Reading Assignment(s) for this Day:


**Week 13: Implementation and Performance**

*Tuesday, November 5*

Implementation Lecture and Discussion

Reading Assignment(s) for this Day:

- Kettl Chapter 12: Implementation

*Thursday, November 7*

Performance Measurement Lecture and Discussion

Reading Assignment(s) for this Day:


**Week 14: Administrative Law**

*Tuesday, November 12*

***Memo 3 Assignment Distributed***

Administrative Law Lecture and Discussion: General Issues in Administrative Law

Reading Assignment(s) for this Day:

- Kettl Chapter 13: Regulation and the Courts

*Thursday, November 14*

Administrative Law Lecture and Discussion: The Rulemaking Process

Reading Assignment(s) for this Day:

  - (Read The Facts of the Case, Gorsuch’s Opinion, and Breyer’s Dissent [left hand side])

**Week 15: Public Employee Labor Unions**

*Tuesday, November 19*
Reading Assignment(s) for this Day:

- Revisit Kettl Chapter 8: The Civil Service- Unionization and Collective Bargaining (pp 216-219)

**Thursday, November 21**

***Memo 3 Assignment Due Before Class***

Memo Assignment 3 Overview

Janus v. AFSCME Supreme Court Case Lecture and Discussion

Reading Assignment(s) for this Day:


  o (Read The Facts of the Case, Alito’s Opinion, and Kagan’s Dissent [left hand side])

**Week 16: Further Issues and The Future of Public Administration**

**Tuesday, November 26**

Further Issues and the Future of Public Administration Lecture and Discussion

Reading Assignment(s) for this Day:

- Kettl Chapter 14: Administrative Accountability, Effectiveness, and Politics

**THANKSGIVING [NO CLASS]**

**Thursday, November 28**

[No Class]

**Week 17: Comprehensive Review**

**Tuesday, December 3**

[No Readings]

**FINAL EXAM**

**Thursday, December 12**

Time: 12:00 to 3:00PM

This syllabus is a general plan for the course. It can be changed or updated should the need arise. The instructor will announce any necessary changes to the class.