

PADP 3000: Introduction to Public Administration

Melanie Waddell

Fall 2024

CRN 46645

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Class Time: MWF 10:20 – 11:10
Location: Baldwin Hall 0102

Office Hours: MW 9:15 – 10:15, Baldwin Hall 406

Course Description:

This course is designed to provide students an overview of major issues of administration and public agencies, such as personnel, finance, administrative law, and the growth and significance of governmental bureaucracy. This class will be comprised of discussion and lecture regarding basic issues in PA. It is meant to provide you with an introductory level of knowledge from which to explore deeper issues in PA. Ultimately, you should leave this class with an understanding of the American political system and how it relates to the field of public administration.

Prerequisites: POLS 1101 or POLS 1101E or POLS 1105H

Course Readings:

There is no required textbook for this course. Readings are available via the class eLC content page.

Note: This is a somewhat reading intensive course. Students will be expected to be knowledgeable about the readings. I've done my best to synthesize readings so not every week will be as intense, but some weeks there will be three papers to read and they're important for your understanding of that week's topic.

Required Technology & Communication:

The course materials as well as course announcements will be posted through eLC. Assignments should be submitted online through eLC. Please note that you cannot reply to an email I send out via eLC (ending in @uga.view.usg.edu) through your campus email. You can only reply to emails sent via eLC through the messaging tab in eLC itself. Due to privacy and confidentiality concerns, I can only reply to emails sent from your UGA account (or through the eLC messaging tab). If you would like to attend office hours but cannot meet during the scheduled time, please email me to set up an alternative. I am happy to provide Zoom office hours as well as in person hours at a different time convenient to us both. Office hours are set aside for students, so please do not hesitate to drop by or set up an appointment for another time.

Grading:

Discussions – 10%

Team Assignments – 10%

Memo 1 – 15%

Memo 2 – 15%
Final – 20%
Presentation and materials – 30%

Grading Scale:

100-94 A	79-77 C+	63-60 D-
93-90 A-	76-74 C	59-0 F
89-87 B+	73-70 C-	
86-84 B	69-67 D+	
83-80 B-	66-64 D	

Note – Participation will not be graded but is expected as this is a discussion-based course. If students do not participate in class activities, it may become necessary to adjust this grading breakdown with supplemental weekly assignments to ensure students are participating and not falling behind. If this occurs, I will update and redistribute the syllabus. My goal is to have at least 10 mins of a somewhat interactive activity/discussion in each class. I also don't have a specific attendance policy because too many absences will cause students to fall behind which will be reflected in the team assignments and discussions.

Assignments and Exams:

Memos:

There are two memo assignments for this class. Memos should be around 5 pages including a cover page (1 pg), memo (2-3 pgs), and appendix (1-2 pgs). Memos are on topics of your choosing (the only restriction is that your policy should not be exactly the same as what your team is doing for the final presentation). If you have trouble choosing a topic, I recommend searching for something in the news that strikes your interest or looking up recent bills/laws. The memo can be anything related to public administration, public policy, or governance in general. Previous students have chosen topics of all kinds with issues ranging from backyard chicken laws to sports stadiums. Additional memo instructions will be provided via eLC, including a rubric and prior student memo examples. I will review and return (with feedback) any memos sent to me by two weeks before the memo deadlines.

Team Assignments:

Collaboration is a key element of public service. Throughout the semester, your team will work on preparing a group presentation on a policy analysis of a policy area of your choice. You will be expected to meet weekly, work on the assigned tasks, and submit your team minutes and team assignments. Specific prompts and rubrics are available on eLC. Chronically missing meetings (3 or more) will result in grade reduction in the final grade. Failure to submit team evaluation can result in letter grade deduction. Discussion teams will have a space on eLC to work in and outside of class.

Final Presentation:

Each team will present at the end of class on the policy analysis they've been working on throughout the semester. Each group will be asked to generate a 40-minute presentation that engages the class with the content and uses different facilitation techniques (lecture,

small group discussion, in-class activities, etc.). You will work on preparing your policy round table during your weekly team meetings. You will also be expected to provide handouts for the class (in the form of an annotated outline). Specific information is available on eLC. While each team will receive one grade for their work, your grade can be affected if you do not participate and contribute in an equal manner. Failure to fully contribute will result in grade reduction of up to two letters in the final grade.

In-Class Fishbowl Discussions:

There will be four discussions which will take up our 50-minute class period and provide students the chance to discuss a variety of topics related to our course syllabus. Students will be randomly assigned to a discussion group based on the question/topic of the week (this will happen the week before). Each discussion will focus on a specific topic as well as suggested readings to supplement in-class lectures.

Final Exam

This will be an in-person final exam. Students will require at least one bluebook/greenbook which can be purchased at the UGA bookstore. Students can bring in a one-page notes sheet (8.5x11" paper) to refer to during the final. I haven't decided the format of the final yet, but it will likely be either a mix of multiple choice and written response or simply written response. Our final exam will be Fri., Dec. 6 from 8:00 - 11:00 am. The location will probably be our classroom, but I'll let you know if that changes. We also won't need the full three hours, so I'll be taking a vote in class if we'd rather start at 8:00 or 9:00.

UGA Policies, Class Policies, and Important Info:

Late Assignments and Make-Up Policy:

Documentation for legitimate excuses for absence from an exam (e.g., emergency or illness) must be presented and accepted prior to the exam when feasible. Late assignments will be docked 5% per day (including weekends). Please note that exams are not assignments. If you have any issues, please let me know. Most problems you may experience during the course can be solved fairly easily if you let me know early – this includes any requests for exam changes, extensions, etc. I understand emergencies happen, but I am going to be able to assist you far more if you can let me know of any issues in advance.

Illness Accommodations:

For every class, I will post slides as well as any materials I use in class for lectures on eLC. There is no specific attendance policy, but please note that missing more than three classes may result in students falling behind.

Disability Resource Center:

If you anticipate needing accommodations due to the impact of a disability or medical condition, you must register for services with the Disability Resource Center. Additional information can be found here: <https://drc.uga.edu/>

Withdrawal Policy:

Undergraduate students can only withdraw from four courses and receive a withdrawal-passing (WP) grade while enrolled at the University. Students can drop any class without penalty during the drop/add period at the beginning of every semester. Dropped courses during the drop/add period do not qualify as withdrawals. Instructors have the ability to withdraw a student from the class due to excessive absences. Please review the policy here:

<https://reg.uga.edu/general-information/policies/withdrawals/>

Culture of Honesty Policy:

You are responsible for knowing and complying with the policy and procedures relating to academic honesty. To understand what constitutes dishonest work, as defined by the University, please carefully review the policy here:

https://honesty.uga.edu/resources/documents/academic_honesty_policy_2017.pdf

Sensitive Issues:

Professional courtesy and sensitivity are especially important with respect to individuals and topics dealing with differences of race, culture, religion, politics, sexual orientation, gender, gender variance, and nationalities. Please advise me of pronoun/name preferences early in the semester so that I may make appropriate changes to my records. Also please note that sensitive topics may be discussed during this course when used as examples of policies. I will endeavor to treat these topics with the deference and sensitivity they deserve, but this is at its core, a class about American politics so these issues may be important to discuss. If you have any issues with any topics brought up (or any topics that may conceivably come up), please let me know.

Official Non-Discrimination and Anti-Harassment Policy:

Incidents of discrimination and harassment will be elevated to the university's official channel per the below policy. If you feel that you are being discriminated against or harassed, please feel free to reach out to me to coordinate this process and discuss in class accommodations. Note that I am a required reporter and must forward discrimination and harassment complaints to the Equality Opportunity Office. If you tell me that you would like to remain confidential or that you would like no investigation to take place, I can forward that request to the Equal Opportunity Office who will generally honor your request so long as there are no threats to you or any individual's safety.

‘The University prohibits harassment of or discrimination against any person because of race, color, sex (including sexual harassment and pregnancy), sexual orientation, gender identity, ethnicity or national origin, religion, age, genetic information, disability, or veteran status by any member of the University Community (as defined below) on campus, in connection with a University program or activity, or in a manner that creates a hostile environment for any member of the University Community. Incidents of harassment and discrimination will be met with appropriate disciplinary action, up to and including dismissal or expulsion from the University.’ UGA Non-Discrimination and Anti-Harassment Policy may be accessed at the Equal Opportunity Office web page. Any person who feels that he or she has been the subject of prohibited discrimination, harassment, or retaliation should contact the Equal Opportunity Office (EOO) at (706) 542- 7912, or via email at ugaeoo@uga.edu.”

Mental Health and Wellness Resources:

If you or someone you know needs assistance, you are encouraged to contact Student Care and Outreach in the Division of Student Affairs at 706-542-7774 or visit <https://sco.uga.edu>. They will help you navigate any difficult circumstances you may be facing by connecting you with the appropriate resources or services.

UGA has several resources for a student seeking mental health services (<https://www.uhs.uga.edu/bewelluga/bewelluga>) or crisis support (<https://www.uhs.uga.edu/info/emergencies>).

If you need help managing stress anxiety, relationships, etc., please visit BeWellUGA (<https://www.uhs.uga.edu/bewelluga/bewelluga>) for a list of FREE workshops, classes, mentoring, and health coaching led by licensed clinicians and health educators in the University Health Center.

AI Policy:

Learning to use AI (e.g., GPT and image generation tools) is an emerging skill. I provide [tutorials](#) on how to use these tools. UGA policy requires that as an instructor, I give you permission to utilize AI in your work (so note that for other classes, instructors may feel differently). As such, you may use AI tools in this course for your memo assignments and written materials for team assignments provided you properly cite your usage of these tools. However, be aware of the limits of these tools, such as:

- If you provide minimum-effort prompts, you will get low-quality results. You will need to refine your prompts in order to get good outcomes. This will take work.

- Don't trust anything it says. If it gives you a number or fact, assume it is wrong unless you either know the answer or can check with another source. You will be responsible for any errors or omissions provided by the tool. It works best for topics you understand.
- AI is a tool, but one that you need to acknowledge using. **Please include a paragraph at the end of the assignment that uses AI explaining what you used AI for and what prompts you used to get the results. Failure to do so is in violation of academic honesty policies.**
- Be thoughtful about when this tool is useful. Don't use it if it isn't appropriate for the case or circumstance.

FERPA Notice:

- The Federal Family Educational Rights and Privacy Act (FERPA) grants students certain information privacy rights. FERPA allows disclosure of directory information (name, address, telephone, email, date of birth, place of birth, major, activities, degrees, awards, prior schools), unless a restriction request is submitted to the Registrar's Office. See more here:

https://reg.uga.edu/_resources/documents/imported/FERPARequestForRestriction.pdf

Course Schedule:

(Note: This schedule is subject to change. For ex., I have a full conference season this year which may necessitate online lectures rather than in-person class some days.)

Week 1: Foundations of Public Administration

August 14 – Syllabus Overview and Introduction

August 16 – Constitutional Foundations

- Various. (1787). *U.S. Constitution*: Article I § 8; Article II § 2-3; Article III § 2.

Week 2: What is PA?

August 19 – Theoretical Foundations

- Wilson, W. (1887). The study of administration. *Political science quarterly*, 2(2), 197-222.

August 20 – ***Last day for Drop/Add***

August 21 – Theoretical Foundations (cont.)

- Simon, H. A. (2018). The proverbs of administration. In *Democracy, bureaucracy, and the study of administration* (pp. 38-59). Routledge.

August 23 – What is PA?

- Dahl, R. A. (2018). The science of public administration: Three problems. In *Democracy, bureaucracy, and the study of administration* (pp. 60-76). Routledge.

Week 3: Growth and Significance of Bureaucracy

August 26 – What is Bureaucracy? (PA in an American context)

- Long, N. E. (1952). Bureaucracy and constitutionalism. *American Political Science Review*, 46(3), 808-818.

August 28 – Dual Nature of Bureaucracy

- Rosenbloom, D. H. (1983). Public Administrative Theory and the Separation of Powers. *Public Administration Re-view*, 43(3), 219-227.

August 30 – ***No class (I suggest using this time for group work, but you do you)***

Week 4: Government and Nonprofits

September 2 – ***No class (Labor Day)***

September 4 – Role of Government

- Kettl, D. F. (2000). *The Transformation of Governance: Globalization, Devolution, and the Role of Government*. *Public Administration Review*, 60(6), 488–497. doi:10.1111/0033-3352.00112

September 6 – Nonprofits

Week 5: Privatization and Changing Landscape

Reading: Case Studies on eLC

September 9 – Case Studies

September 11 – Case Studies

September 13 – Discussion (Government Landscape – Private Companies, Nonprofits, NGOs, etc.)

Week 6: Organization Theory

September 16 – Theories

September 18 – Effective Organizations

September 20 – Reorganization

- **Memo 1 due September 20 (11:59 pm on eLC)**

Week 7: Personnel

Reading: chapter on eLC

September 23 – Civil Service (Personnel in Govt)

September 25 – Human Capital

September 27 – *No class (online lecture on diversity in the workplace, and I again suggest using our class time for group work)*

Week 8: Tasks and Implementation

September 30 – Tasks

October 2 – Implementation

October 4 – Auditing and Process

Week 9: Decision-Making

Reading: Case studies on eLC

October 7 – Problems

October 9 – Solutions

October 11 – Discussion (Decision-Making)

Week 10: Admin Law

October 14 – Rulemaking

- Administrative Procedure Act (1946)

- Case Excerpts (on eLC)

October 16 – Adjudication, Due Process, and Hearings

- Administrative Procedure Act (1946)

- Case Excerpts (on eLC)

October 18 – Issues in Admin Law

- Articles and case excerpts (on eLC)

Week 11: Budgeting

October 21 – Theoretical Foundation (or lack thereof)

- Key, V. O. (1940). The lack of a budgetary theory. *American Political Science Review*, 34(6), 1137-1144.

- **Withdrawal deadline**

October 23 – Issues in Budgeting

- Lindblom, C. E. (1959). The Science of “Muddling Through.” *Public Administration Review*, 19(2), 79–88. <https://doi.org/10.2307/973677>

October 25 – Issues in Budgeting (cont.)

- Lindblom, C. E. (1979). Still Muddling, Not Yet Through. *Public Administration Review*, 39(6), 517–526. <https://doi.org/10.2307/976178>

Week 12: Oversight and Accountability

October 28 – Neutral Competence (Pros/Cons)

- Rourke, F. E. (2018). Responsiveness and neutral competence in American bureaucracy. In *Democracy, Bureaucracy, and the Study of Administration* (pp. 205-221). Routledge.

October 30 – The Internal Struggle of Agencies

November 1 – **No class (Fall break)**

Week 13: Reforms

November 4 – History and Theory

November 6 – Problems with Reforms

November 8 – Discussion (Neutral Competence)

Week 14: Presentations!

November 11– Presentation Group A

November 13 – Presentation Group B

November 15 – Presentation Group C

Week 15: Presentations!

November 18 – Presentation Group D

November 20 – Presentation Group E

November 22 – Presentation Group F

Week 16: Future Issues

November 25 – Paradigm Shifts

- Henry, N. (1975). *Paradigms of Public Administration*. *Public Administration Review*, 35(4), 378. doi:10.2307/974540

December 2 – My Idea of Future Challenges (*no new readings*)

December 3 – **Friday class schedule in effect**; Final Discussion (What is PA?)

Final Exam, December 6 from 8:00 – 11:00