

**CENTRAL MICHIGAN UNIVERSITY  
GLOBAL CAMPUS  
COURSE SYLLABUS**

**I. IDENTIFYING INFORMATION**

**Course:** PSC 210  
**Course Title:** Introduction to Public Administration  
**CRN:** 22220154  
**Term:** Spring I  
**Location:** Online  
**Course Dates:** 1/7, 3/1/2013  
**Course Days and Times:**  
**Prerequisites:** PSC 100 or 105 or permission of instructor.

**Blackboard**

Blackboard is a web-based learning management system licensed by CMU. Within Blackboard, a course website, also known as a *shell*, is automatically created for every CMU course. Face-to-face courses may or may not incorporate Blackboard, whereas Blackboard course shells are always used for online courses and will be available to you prior to the course start date. Seeing the course shell listed in Blackboard with *unavailable* adjacent to its title is an indication that your instructor has not made it available and is in no way indicative of registration status. To access Blackboard, open a web browser and enter <http://blackboard.cmich.edu>. After the site loads, enter your CMU Global ID and password in the respective spaces provided. Click the "login" button to enter Blackboard and then the link to the appropriate course to enter the course's Blackboard shell. If you need assistance, contact the IT Helpdesk at 989-774-3662 / 800-950-1144 x. 3662. Self-guided student tutorial resources are also available at <http://www.cmich.edu/blackboard>.

**Instructor:** Stephen Duchane  
**Primary Phone Number:** 586.524.6927  
**E-Mail Address:** [duchasm@cmich.edu](mailto:duchasm@cmich.edu)  
**Availability:** Email me at any time. I check my email several times a day.  
**Academic Biography:**

Steve Duchane's career spans over 31 years of local government management experience and 35 years of public service in the State of Michigan and California. He was named Outstanding Appointed Official by the Society in 1990. He earned a Bachelors Degree in Community Development and Public Administration Cum Laude and holds a Masters Degree in Public Administration, both from Central Michigan University. He completed the University of Virginia Senior Executive Institute for Local Government Managers in 1988 and he also completed the Program for Senior Executives in State and Local Government from Harvard University June-July class of 1993. He is a 1976 Graduate of the Southeast Michigan Regional Criminal Justice Training Academy. He is currently a Juris Doctor candidate.

**II. TEXTBOOKS AND INSTRUCTIONAL MATERIALS**

Order books from MBS at:

<http://bookstore.mbsdirect.net/cmuh.htm>

**Textbooks and Course Materials:**

**Title:** *Politics of the Administrative Process*  
**Author:** Kettl  
**Edition:** 5th 12  
**ISBN:** 978-1-60871-688-3  
**Publisher:** CQ Press  
**Required:** Yes

**Title:** *Public Administration : Action Orientation*  
**Author:** Denhardt  
**Edition:** 6th 09  
**ISBN:** 978-0-495-50282-1  
**Publisher:** Cengage  
**Required:** Yes

### III. COURSE DESCRIPTION

Provides a broad understanding of basic concepts and principles of public administration, including role, structure, and functions of public agencies and how they operate.

### IV. COURSE GOALS AND OBJECTIVES

Upon completion of this course, students should be able to:

1. Define the scope and role of public administration.
2. Describe what public administrators do.
3. Differentiate between public and business administration.
4. Become familiar with the overall structure and management of government agencies.
5. Understand the political and social context of public administration.
6. Explain intergovernmental relationships and their importance.
7. Explain how public policies and programs are formulated, implemented and evaluated.
8. Understand government budgeting and personnel administration processes.
9. Identify important components of organizational theory in the public sector.
10. Identify some of the major governmental reforms and their impact on the practice of public administration.
11. Explain the issues of bureaucratic control, decision making, leadership, and organizational culture.

### V. METHODOLOGY

The material will be presented in a combination of lectures, case study analyses, group exercises, individual exercises, and classroom discussion. The course relies on active participation from students. As a result, students are expected to complete class assignments and demonstrate their preparation during class activities.

### VI. COURSE OUTLINE/ASSIGNMENTS

#### **Pre-Class Assignment:**

Pre-class Assignment: Blackboard Orientation

Review or watch the Blackboard tutorials at: [http://www.cmich.edu/Bb\\_\\_CMU/Student\\_Tutorials.htm](http://www.cmich.edu/Bb__CMU/Student_Tutorials.htm) Pay attention to (1) Discussion Board, (2) Submitting Online Assignments, (3) Online exam tips, (4) Wimba live classroom, & (5) Viewing Grades

#### **Course Outline:**

1/7/2012 - Class Begins on Monday

Week 1

POLITICS AND THE SCOPE OF PUBLIC ADMINISTRATION

Unit 1: Scope of Public Administration

Unit 2: Public Administration and Politics

- Read Denhardt and Denhardt, Chapters 1,2

- Read Kettl and Fesler, Chapter 1

- Discussion

o Introduction

o Public Administration Education

o Policy-Bureaucrats at the CIA

Week 2

INTERGOVERNMENTAL RELATIONS AND ETHICS

Unit 3: Intergovernmental Relations

Unit 4: Ethics and Accountability

- Read Denhardt and Denhardt, Chapters 3,4

- Read Kettl and Fesler, Chapter 3

- Discussion

o Privatization

o Intergovernmental

Week 3

**PUBLIC BUDGETING**

Unit 5: Public Budgeting

- Denhardt and Denhardt, Chapter 7

- Read Kettl and Fesler, Chapter 11

- Discussion:

o Budgeting

- Exam I

Week 4

**HUMAN RESOURCES MANAGEMENT**

Unit 6: Human Resources

- Read Denhardt and Denhardt, Chapter 8

- Read Kettl and Fesler, Chapter 8

- Discussion:

o Human Resources

Week 5

**ORGANIZATIONS**

Unit 7: Organizational Planning and Evaluation

Unit 8: Management of Organizational Dynamics

- Read Denhardt and Denhardt, Chapters 5, 6

- Read Kettl and Fesler, Chapters 4, 6, 12

- Discussion:

o Planning

o Implementation

Week 6

**ADMINISTRATIVE REFORM AND TECHNOLOGY**

Unit 9: Administrative Reform and Technology

- Read Denhardt and Denhardt, Chapter 10

- Read Kettl and Fesler, Chapter 7

- Discussion:

o Technology and Organizations

Week 7

**LEADERSHIP AND DECISION-MAKING**

Unit 10: Role of the Public Manager

Unit 11: Interpersonal Skills in Public Management

- Read Denhardt and Denhardt, Chapter 9

- Read Kettl and Fesler, Chapter 9, 10

- Discussion:

o Human Capital

o Bargaining

Research Paper Due

Week 8:

**FUTURE OF PUBLIC ADMINISTRATION**

Unit 12: Future of Public Administration

- Read Denhardt and Denhardt, Chapter 12

- Discussion:

o Future

- Exam II

3/1 - Class ends on Friday

### **Assignment Due Dates:**

Assignment Due Dates:

Exams (Week 3 & 8; 200pts + 400pts = 600pts)

There are total two exams in this course. Exam I is worth 200 points. Exam I will include 2 essay questions.

Exam II is a comprehensive final exam and worth 400 points. It will include 4 essay questions. Students will have 72 hours to complete the exams.

Research Paper (Week 7; 200pts)

Students will also complete a paper relating public administration concepts to current debates occurring over governmental services and activities. It is graded on a 100 point scale and is worth 30% of the final class grade. Students should gather at least three sources of information describing a current problem in government. These sources of information could come from newspaper sources (e.g. New York Times, Washington Post, Wall Street Journal, Detroit Free Press, etc.) or periodicals (e.g. Newsweek, Time, The

National Journal, Atlantic Monthly, etc.) and can include editorial/commentary pieces. Examples of current problems in government include (but are not limited to): whether a city should privatize its public services; how government can improve emergency management services; and if corruption can be stopped within governmental agencies.

Students should then analyze the chosen problem with public administration concepts from class. Public administration concepts should be referenced from at least five different academic books, journals (e.g Public Administration Review, Journal of Public Administration Research & Theory), or other sources (e.g. governmental publications). The paper should be 8-10 pages, have 1 inch margins, and be double-spaced with 12 point Times New Roman font. The format of the paper should be:

- (i) Introduction to the Problem (1-2 pages)
- (ii) Literature Review of Public Administration Concept(s) (3-4 pages)
- (iii) Case Analysis (analyze the problem with the concept(s)) (3-4 pages)
- (iv) Conclusion (1-3 pages)
- (v) References

Weekly Discussion Board Exercises (Week 1-8; 200pts)

There are 13 discussion exercises during the course. Each of these is described on the course materials section of blackboard for each week. You are required to post your initial response to the discussion question(s) or topic(s) and reply to two or more students' messages per discussion forum. Your message will be evaluated on the clearness and thoughtfulness of the message. "Yes, I agree" type of short message will not be considered meaningful; thus will not be graded. You will earn up to 5 points for your initial response and up to 5 points each of your reply to other students until meet the maximum possible points of the week listed below.

Week 1

Introduction 10 points

Public Administration Education 10 points

Policy-Bureaucrats at the CIA 10 points

Week 2

Privatization 10 points

Intergovernmental 30 points

Week 3

Budgeting 10 points

Week 4

Human Resources 30 points

Week 5

Planning 10 points

Implementation 20 points

Week 6

Technology and Organizations 10 points

Week 7

Human Capital 10 points

Bargaining 30 points

Week 8

Future 10 points

**Post-Class Assignment:**

None

**Student Involvement Hours:**

Expectations for Students

It takes great effort to be a successful online student. You have to be self-motivated and self-disciplined to keep yourself on schedule with reading, assignments, projects, etc. You do have to devote time from your busy family and work schedule to work on the course so you will not fall behind.

Communication channel is always open between me, you, and among us. It is very important that we keep connected and interact with one another. If you have questions, please feel free to use email, discussion board, chat, or phone to contact me, or your classmates. Learning takes place in a community.

It is extremely important that students take ownership of their learning for this online course, and to demonstrate their ownership, students are expected to be full participants throughout the duration of this course. Active participation is paramount to the success of this course. The following describes how attendance will be counted, and specific methods of participation are described. Also described is grading for online communication, including chats and discussion boards. Because online communications are an integral part of this course, it will count 20% of your grade.

1. Students are expected to check their e-mail and read the Announcements on Blackboard daily.
2. Students are expected to submit their assignments online through Blackboard.
3. Students are expected to participate in the weekly discussions.
4. Students are encouraged to post a brief introduction and indicate your expectations of this course.
5. Students are strongly encouraged to participate in the real-time virtual classroom sessions.

Expectation for the Instructor

Just as I have my expectations of you, the following is what I will do (as a minimum) to ensure communication conducive to efficient online teaching and learning.

1. I will check my email daily.
2. I will respond to course related questions within 24 hours.
3. If I find those questions relevant and important to others, I will post them on the Announcement.
4. I will post announcements and reminders once per week, or more frequently, if needed.
5. I will give feedback on submitted assignments within a week.

**VII. CRITERIA FOR EVALUATION**

**Evaluation Criteria:**

Students will be evaluated on a combination of course assignments, tests, and interactive discussion exercises. Quality, timeliness, and demonstrated comprehension of the subject matter will be the criteria for evaluation. Grade and feedback will be available in Course Grade in the Blackboard course site.

**Grading Scale:**

Grading Scale: The relative weight of the final grade will be as follows:

Exam I 200pts

Exam II 400pts

Research Paper 200pts

Discussion Exercises (13 forums) 200pts

TOTAL: 1000pts

Semester Grades

A 94-100%  
A- 90-93%  
B+ 87-89%  
B 83-86%  
B- 80-82%  
C+ 76-79%

C 71-75%  
C- 67-70%  
D 58-62%  
D+ 63-66%  
D- 50-57%  
E 0-49%

**Late Assignments:**

No late work will be accepted unless it is pre-approved by the course instructor.

**Make-ups and Rewrites:**

None

**VIII. EXPECTATIONS**

**Attendance and Participation:**

Students are expected to meet all on-line due dates

**Academic Integrity:**

Because academic integrity is a cornerstone of the University's commitment to the principles of free inquiry, students are responsible for learning and upholding professional standards of research, writing, assessment, and ethics in their areas of study. Written or other work which students submit must be the product of their own efforts and must be consistent with appropriate standards of professional ethics. Academic dishonesty, which includes cheating, plagiarism and other forms of dishonest or unethical behavior, is prohibited. A breakdown of behaviors that constitute academic dishonesty is presented in the CMU Bulletin (<https://bulletins.cmich.edu/>).

**Student Rights and Responsibilities:**

Each member of the Central Michigan University community assumes an obligation regarding self conduct to act in a manner consistent with a respect for the rights of others and with the University's function as an educational institution. As guides for individual and group actions within this community, the University affirms the general principles of conduct described in the Code of Student Rights, Responsibilities and Disciplinary Procedures at [https://www.cmich.edu/about/leadership/office\\_provost/dean/Pages/Code-of-Student-Rights.aspx](https://www.cmich.edu/about/leadership/office_provost/dean/Pages/Code-of-Student-Rights.aspx).

**IX. SUPPORT SERVICES AND OTHER REQUIREMENTS**

**Global Campus Library Services (GCLS)**

CMU offers you a full suite of library services through its Global Campus Library Services (GCLS) department. Reference librarians will assist you in using research tools and locating information related to your research topic. The library's Documents on Demand office will help you obtain copies of the books and journal articles you need. Check out the GCLS website at <http://ocls.cmich.edu> for more information.

**Reference librarian contact information:**

1. By phone: (800) 544-1452.
2. By email: [oclsref@cmich.edu](mailto:oclsref@cmich.edu)
3. By online form: <http://ocls.cmich.edu/reference/index.html#form>

**Documents on Demand office contact information:**

1. By phone: (800) 274-3838
2. By email: [docreq@cmich.edu](mailto:docreq@cmich.edu)
3. By fax: (877) 329-6257
3. By online form: <http://ocls.cmich.edu/delivery/index.html>

### **Writing Center**

The CMU Writing Center is a free online service for all CMU students, providing help with grammar, citations, bibliographies, drafts, and editing of academic papers. Suggestions and feedback are typically provided within two business days. For additional information and to submit work, visit <http://webs.cmich.edu/writingcenter/>

### **ADA**

CMU provides individuals with disabilities reasonable accommodations to participate in educational programs, activities and services. Students with disabilities requiring accommodations to participate in class activities or meet course requirements should contact Susie Rood, Director of Student Disability Services at (800) 950-1144, extension 3018 or email her at [sds@cmich.edu](mailto:sds@cmich.edu), at least 4 weeks prior to registering for class. Students may find additional ADA information and forms at [http://go.cmich.edu/support\\_services/academic/StudentDisabilityServices/Pages/default.aspx](http://go.cmich.edu/support_services/academic/StudentDisabilityServices/Pages/default.aspx)

Note to faculty: CMU Administration will notify you if applicable; otherwise, the student will provide a "Notification Letter to the Instructor" outlining the accommodations the student is approved to receive.

### **X. BIBLIOGRAPHY**

Posted on Blackboard

# Center Information

Central Michigan University

CMU Online

(800) 688-4268 or (989) 774-1129

Fax (989) 774-1998

Email [cmuonline@cmich.edu](mailto:cmuonline@cmich.edu)

Website [www.global.cmich.edu/CMUOnline](http://www.global.cmich.edu/CMUOnline)

## Online Resources

CMU Computer Help Desk [https://www.cmich.edu/office\\_provost/OIT/help/help\\_desk/Pages/default.aspx](https://www.cmich.edu/office_provost/OIT/help/help_desk/Pages/default.aspx)

Pre-Class Checklist <http://www.global.cmich.edu/cmuonline/checklist.aspx>

Online Learning Resource Center <http://www.global.cmich.edu/cmuonline/about/>

Drop/Withdrawal Policy: <http://global.cmich.edu/courses/drop-withdraw.aspx>