Political Science 360
Public Administration
University of Hawai‘i at Hilo

Spring, 2004
CRN# 73167
MWF 11:00-11:50 am
UCB 112

Instructor:  Dr. Todd Belt  
Phone:  974-7375  
Email:  prof_belt@yahoo.com  
Website:  http://www.uhh.hawaii.edu/~tbelt/pols360.html

Office:  UCB 355  
Office Hours:  Monday and Wednesday  
12:00 Noon – 2:30 pm, and by appointment.

Course Description
This course explores public administration as a major component in public policy making in America. This course will familiarize students with the roles and functions of public agencies in governance and our daily lives. This course will deal with current issues and cases in order to explore the theoretical and practical roles of governmental agencies. Moreover, this course will explore the increasing role of non-profit organizations and the trend toward privatization in terms of their effects on the delivery of governmental services. This course will pay specific attention to the duties, responsibilities and challenges that face individual administrators.

Goals of the Course
Upon completion of this course, you should be able to understand many things about research methods in the discipline of Political Science:

➢ You will be able to explain the role that public administrators play in the public policy process.
➢ You will be able to define the type of characteristics that make for good interorganizational and interpersonal public sector management.
➢ You will become familiar with the decision making processes involved in public administration.
➢ You will be able to discuss the role of nonprofit organizations, privatization and structural reforms on the administration of public policy.
➢ You will understand the budgeting and implementation processes of governmental agencies.
➢ You will gain in-depth knowledge of an organization (through research or internship) and analyze the organization according to concepts learned in class in a term paper.
➢ You will understand how you can have an influence on the type and scope of services provided by government and other public organizations.

Required Texts
Student Responsibilities and Requirements

There are three requirements for this course:

1. Participation and Attendance Policy: Participation includes the quality and frequency of individual students’ contributions to classroom discussion as well as attendance. As a student enrolled in this class, you are expected to attend every class session. Simply reading the texts is not a substitute for classroom discussion and learning. In order to participate well in this class, you must pay close attention to assignments and deadlines (all of which are listed in this syllabus). Disagreement with the instructor and other students during class discussions is welcome (and even encouraged!) as long as it is done respectfully. In all class discussions, you must be courteous and respectful of others. You must complete all assigned readings prior to coming to class. Do not expect to get a good participation grade if you do not contribute to class discussion. If you are a shy person, now is your chance to work on your shyness and learn how to speak in front of others. Your participation grade will also include your contributions to in-class, small group exercises.

By enrolling in this class, you are agreeing to attend class during the entire duration of the semester and for the entire class period. To get credit for attending class, you must show up within 10 minutes of the start of class. If you are not in class within the first 10 minutes, you will be marked absent for the day. You will be permitted three unexcused absences. An excused absence is an illness that prevents you from attending class, a death in the family, or a religious holiday (do not make up your own religion in order to create holidays!). Do not schedule meetings, banquets, employment, vacations, or work for other classes during our regular class meeting time. Do not bring your children (if you have such) to class.

Beyond your first three unexcused absences, your participation grade will be reduced by one-third of a letter grade for every time you are marked absent. For example, if you earned a participation grade of a B+ and had five unexcused absences, you will be penalized two-thirds of a letter grade, and your final participation would be a B-. Similarly, if you had eight unexcused absences and you had earned an A- for your participation grade, you would be penalized for five-thirds of a letter grade, meaning that you would end up with a C for your final participation grade. If you have any concerns regarding your ability to attend class on a regular basis, such as parenting or employment, please consider dropping the class to make room for someone who can attend on a regular basis.

2. Examinations: There are three examinations (two midterms and a final). The examinations are not cumulative, and they may include multiple choice, short answer, and essay questions. Make-up exams are rarely given and only when a university-authorized excuse is provided. These excuses include illness, religious holiday or a death in the family only. Make-up exams will not include multiple choice questions. You will not be excused from an exam simply because you missed the prior class or because the exam interferes with your work schedule. Do not make plans to leave town before the final exam. Any requests for a makeup exam must be made before the exam is given (call me). You will not be permitted to take a make-up exam if you do not request one before the exam is given. If you wear a hat with a brim on the day of an examination, you will be asked to remove it. If you have a disability that warrants additional consideration for examinations, please inform me so that I can accommodate you (also, see the “Note on Disability Services” below).

3. Internship Project or Term Paper: Students will be required to either undertake an Internship Project or to write a Term Paper (see below).
Internship Project Option: If you choose to participate in an internship, you will be required to volunteer at a governmental or nonprofit organization. The duration of the internship is to be ten weeks for a minimum of four hours per week (40 hours total, minimum). The time frame for completing the internship is from the beginning of Week 4 (2/2) to the end of the Week 14 (4/23) of class. A list of potential internships will be provided on the class website, or you may find your own internship (with the approval of the instructor). Students who choose the internship option will be required to write a 3-4 page (typed) analysis of the administrative functioning of the organization in which they interned.

Research Paper Option: If you choose to do the research paper, you will be asked to analyze a governmental or nonprofit organization of your choice in terms of the analytical skills learned during this course. In order to do this, you must not only explain how the organization functions, but why it functions the way it does. You should perform your analysis based upon concepts and theories learned in class. The paper is to be 8-10 pages in length and must include at least five sources. Do not be afraid of the library. You may only cite internet resources if they reflect legitimate sources of information (such as newspaper articles). You may cite course texts, but they will not count toward the requisite five sources. The paper must:

- be typewritten in 12 point Times Roman font
- be double spaced
- have 1 inch margins on top, bottom, and both sides
- include a title and cover page (do not include a cover, just staple your paper)
- include a bibliography page
- done in the citation style of your choice (footnotes or parenthetical – be consistent)
- include page numbers
- include an introduction, body, and a conclusion

See Academic Integrity Policy and Late Assignment Policy below for additional details regarding Term Paper policies.

Evaluation Method and Grading Policy
The instructor’s evaluation of student performance will be guided by the following table:

<table>
<thead>
<tr>
<th>Evaluation</th>
<th>Exam Points</th>
<th>Grade</th>
<th>Grade Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>93-100</td>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td></td>
<td>90-92</td>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>Good</td>
<td>87-89</td>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td></td>
<td>83-86</td>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td></td>
<td>80-82</td>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>Satisfactory</td>
<td>77-79</td>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td></td>
<td>73-76</td>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td></td>
<td>70-72</td>
<td>C-</td>
<td>1.7</td>
</tr>
<tr>
<td>Poor</td>
<td>60-69</td>
<td>D</td>
<td>1.0</td>
</tr>
<tr>
<td>Failure</td>
<td>59 and below</td>
<td>F</td>
<td>0.0</td>
</tr>
</tbody>
</table>

- In order to earn an Excellent (A) grade, a student must demonstrate mastery of all of the factual material, be able to apply and in fully integrate theories and concepts, and demonstrate clear organization of ideas and arguments.
- In order to earn a Good (B) grade, a student must demonstrate mastery of nearly all of the factual material, demonstrate some application and integration of theories and concepts, and demonstrate clear organization of ideas and arguments.
In order to earn a Satisfactory (C) grade, a student must demonstrate mastery of most of the factual material and demonstrate clear organization of ideas and arguments.

In order to earn a Poor (D) grade, a student must demonstrate mastery of most of the factual material.

In order to earn a Failing (F) grade, a student must not demonstrate adequate knowledge of the factual material.

Students will be evaluated by the instructor and will receive a letter grade for each of the course requirements.

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Weightage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation</td>
<td>12%</td>
</tr>
<tr>
<td>Examinations</td>
<td>66% (22% each)</td>
</tr>
<tr>
<td>Internship Project or Term Paper</td>
<td>22%</td>
</tr>
</tbody>
</table>

Grade weighting method: The grade a student receives for each requirement will be converted to grade points and weighted by the corresponding percentage (see above). The final value will be rounded to the closest Grade Point assignment and the corresponding grade will be recorded as the student’s final grade in the course. Here is an example: Suppose Mary received a B- for Participation, C+ for her first Midterm Exam, a B for her second Midterm Exam, a B- for her Final Exam, and a B- for her Group Project. Mary’s final grade would be calculated as follows:

Final Grade = (2.7 * .12) + (2.3 * .22) + (3.0 * .22) + (2.7 * .22) + (2.7 * .22)
Final Grade = .324 + .506 + .660 + .594 + .594
Final Grade = 2.678, which is closest to 2.7 grade points, which is equivalent to a B-.

Note: Failure to take an exam or to turn in an Internship Project/Term Paper will result in an F for the missed component plus a one full letter grade reduction in the student’s final grade.

Other Course Policies and Notes

Add / Drop Policy
This class is full. I will start a waiting list. If you do not wish to take this class, please drop it immediately in order to make room for another student. You may add the class prior to 1/16 at 12:00 midnight if you are lucky enough to register after someone has dropped and there is an opening on the computer system. If there are openings available, I will add students at the beginning of the second week (Wednesday, 1/21). You must be present to add. Senior Administration of Justice Majors on the waiting list will be given priority if there are not enough spaces in the class (not those who signed up first on the waiting list). Lying about your academic status or major affiliation will constitute a violation of Academic Integrity and the student will receive an F in the course and may be reported to the administration for disciplinary action.

Grade Options Policy
Students may take this course for Credit / No Credit, but they must exercise this option on or before Friday, 1/30. The last day to withdraw with a “W” is Friday, 3/5. Incompletes are very rarely given and only in cases of an emergency and provided that the student has completed at least half of the course requirements and is earning a C- or better.
Student Conduct Policy
Students who engage in disruptive behavior will be asked to leave class immediately and will be marked absent for the day. Disruptive behavior consists of, among other things, frequent talking with other students during lectures and presentations, eating, and electronic noises. Turn off all pagers, phones and other electronic devices prior to entering the classroom. If you have an electronic device that emits noise during class (even an audible “vibration”), you will be asked to leave and will be marked absent for that day – no excuses and no exceptions. You will be marked absent if you leave class early or if you begin to pack up your belongings before class is dismissed.

Academic Integrity Policy
Academic honesty is required of all students. Each student is responsible for understanding and following campus policies on academic honesty. Academic dishonesty defrauds all those who depend on the integrity of University courses and is a serious offense. The UHH Student Conduct Code defines academic dishonesty in the following way:

“Plagiarism includes, but is not limited to, submitting, in fulfillment of an academic requirement, any document that has been copied in whole or in part from another individual’s work without attributing that borrowed portion to the individual; neglecting to identify as a quotation another’s idea and particular phrasing that was not assimilated into the student language and style or paraphrasing a passage so that the reader is misled as to the source; submitting the same written or oral material in more than one course without obtaining authorization from the instructors involved; purchasing term papers; or drylabbing, which includes obtaining and using experimental data and laboratory write-ups from other sections of the course or from pervious terms, or fabricating data to fit the desired or expected results” (p. 6).

Cheating and plagiarism will not be tolerated. Note that submitting the same paper for more than one course without the prior approval of both instructors is considered to be a case of academic dishonesty. You must use quotation marks (“these things”) if you are directly copying another author’s words. Simply citing the author is not enough unless you are paraphrasing (rewriting the idea in your own words). You are encouraged to paraphrase wherever possible, as it is preferable to using too many quotes.

If plagiarism or any other form of academic dishonesty (including cheating on examinations) is suspected, the incident will be thoroughly investigated. If you are caught cheating in any form or plagiarizing any part of a test, paper, or other assignment, you will receive an “F” for the course (not just the assignment) and may be reported to the University administration for further possible action, including expulsion from the university.

Late Assignment Policy
Writing assignments are due at the beginning of class. Assignments that are turned in during or at the end of class will be treated as late. Late assignments are to be turned in to me at the next class meeting and the assignment will be deducted one full letter grade for every class period it is late. Late research papers must be turned in to the Social Sciences Division Office and date stamped (UCB 308).

Note on Disability Services
Any student with a documented disability who would like to request accommodations should contact the University Disability Services Office as early in the semester as possible. The office is located in Campus Center Room 311. The office can be contacted at 933-0816 (V), 933-3334 (TTY), or via email at shirachi@hawaii.edu.
Note on Academic Advising
Advising is a very important resource designed to help students complete the requirements of the University and their individual majors. Students should consult with their advisor at least once per semester in order to decide upon courses, check progress towards graduation, and discuss their career options and other educational opportunities provided by UH Hilo. Advising is a shared responsibility, but students have the final responsibility for meeting degree requirements.

Course Outline

Week 1 (1/12-16).
Introduction to Public Administration
Reading: Stillman, ch. 1.
♦ Syllabus Distributed
♦ What is Public Administration?
♦ The Ideal of Civil Service
♦ POSDCORB

Week 2 (1/21-23).
The Concept of Bureaucracy
No Class Monday, 1/19 (Rev. Dr. Martin Luther King, Jr. Day)
Reading: Stillman, ch. 2.
♦ What is Bureaucracy?
♦ Bureaucratic Office Holding
♦ Advantages of Bureaucratic Organization
♦ Bureaucratic Permanence

Week 3 (1/26-30).
The General Context of Public Administration
Reading: Stillman, ch. 3; Denhardt and Grubbs, ch. 1.
♦ Ecology
♦ Business vs. Public Administration
♦ Visibility
♦ Accountability
♦ Efficiency

Week 4 (2/2-6).
The Political Context of Public Administration
Assignment: Internship Contracts and Term Paper Topics due Monday
Reading: Stillman, ch. 4; Denhardt and Grubbs, ch. 2.
♦ Power
♦ Executive Leadership
♦ Cabinet-Level Departments
♦ Independent Agencies
♦ State, Local, County, and Tribal Agencies
♦ Nonprofit Organizations
♦ The Policy Process Model
♦ The Issue Attention Cycle
♦ Legislative Oversight
♦ Casework
♦ The Role of the Courts

Week 5 (2/9-13).
**Intergovernmental Relations**
*Reading:* Stillman, ch. 5; Denhardt and Grubbs, ch. 3.
♦ Federalism
♦ Dual Federalism
♦ Grants
♦ History of the Expansion and Contraction of Public Agencies
♦ Privatization and Contracting

Week 6 (2/18-20).
No Class Monday, 2/16 (Presidents’ Day)
Wednesday: Midterm #1
**Internal Dynamics and Administrative Communication**
*Reading:* Stillman, chs. 6, 9.
♦ The Hawthorne Experiment
♦ Informal Groups
♦ Communication Blockages
♦ Perception and Intention
♦ Censorship and Self-censorship

Week 7 (2/23-27).
**Decision Makers and Decision Making**
*Reading:* Stillman, chs. 7, 8.
♦ Five Varieties of Personnel
♦ Foreign Policy Administration
♦ Decision Making Processes
♦ Root and Branch Methods
♦ Means versus Ends

Week 8 (3/1-5).
**Management Skills**
*Reading:* Denhardt and Grubbs, chs. 10, 11.
♦ Elements of Managerial Work
♦ Bureaucratic Burnout
♦ Satisficing
♦ Delegation and Motivation
♦ Group Dynamics

Week 9 (3/8-12).
**Executive Management**
*Reading:* Stillman, ch. 10; Denhardt and Grubbs, ch. 8.
♦ Efficiency, Economy, and Effectiveness
- Organizational Charting
- Stakeholder Relations
- Organizational Culture
- Organizational Learning
- Strategic Management

Week 10 (3/15-19).
Personnel Management
Reading: Stillman, ch. 11;
Denhardt and Grubbs, ch. 6.
- Public Service Motives
- Spoils System
- Merit System and Promotion
- Recruitment
- Public-sector Unions
- Affirmative Action
- Glass Ceiling

3/22-26, Spring Break

Week 11 (3/29-4/2).
Wednesday: Midterm Exam #2
Budgeting
Reading: Stillman, ch. 12;
Denhardt and Grubbs, ch. 5.
- Macro and Micro Perspectives
- Budget Incrementalism
- The Budget Process
- Taxes
- Line-Item Budgeting

Week 12 (4/5-7).
Implementation
No Class Friday, 4/9 (Good Friday)
Reading: Stillman, ch. 13;
Denhardt and Grubbs, ch. 7.
- Theories/Models of Implementation
- Strategic Planning
- Cost-Benefit Analysis
- Evaluating Successful Implementation
- Policy Conflict and Ambiguity
- Symbolic Implementation

Week 13 (4/12-16).
Issue Networks
Reading: Stillman, ch. 14.
- Iron Triangles
- Issue Specialization
Single-issue Organizations

Week 14 (4/19-23).
**Deregulation and Trends in Public Sector Reform**
*Reading:* Stillman, ch. 15; Denhardt and Grubbs, ch. 9.
* Single-issue Organizations
* Business Models in Public Administration
* Public Entrepreneurship
* e-Public Administration
* Incentive Structures
* Innovation

Week 15 (4/26-30).
**Ethics**
*Assignment:* Internship Project Papers and Term Papers Due Friday
*Reading:* Stillman, ch. 16; Denhardt and Grubbs, ch. 4.
* Hierarchy and Accountability
* Ethical Obligations
* Administrative Discretion
* Conflicts of Interest
* Whistleblowing
* Prohibitions on Political Activity
* Utilitarianism

Week 16 (5/3-5).
**The Future of Public Service**
*Reading:* Denhardt and Grubbs, ch. 12.
* Globalization
* Technology
* Role of Citizens

Final Examination Monday, May 10th, 9:40am–11:40am in our regular classroom.