

California State University, San Bernardino

**CSUSB ScholarWorks**

---

Q2S Enhancing Pedagogy

---

Winter 1-28-2019

## Holliman PA 611 Q2S Training and Course Submission

Alvin Holliman  
aholliman@csusb.edu

Follow this and additional works at: <https://scholarworks.lib.csusb.edu/q2sep>



Part of the [Public Affairs, Public Policy and Public Administration Commons](#)

---

### Recommended Citation

Holliman, Alvin, "Holliman PA 611 Q2S Training and Course Submission" (2019). *Q2S Enhancing Pedagogy*. 2.

<https://scholarworks.lib.csusb.edu/q2sep/2>

This Course Outline / Syllabus is brought to you for free and open access by CSUSB ScholarWorks. It has been accepted for inclusion in Q2S Enhancing Pedagogy by an authorized administrator of CSUSB ScholarWorks. For more information, please contact [scholarworks@csusb.edu](mailto:scholarworks@csusb.edu).

Use the table below to map out your course.

Course	Your Course
<p><b>Course Title</b> Enter the title of your course.</p>	<p><b>Your Course Title:</b> PA 611 Public Administration Theory and Practice</p>
<p><b>Course Learning Objectives (CLOs)</b> <b>(Specific Review Standard 2.1)</b> List all your course objectives or competencies in a numbered list.</p>	<p><b>By the end of the course, each student will be able to:</b></p> <p>CLO1: Comprehend and explain the MPA program at CSUSB</p> <p>CLO2: Analyze ways of knowing and the nature of theories</p> <p>CLO3: Evaluate democracy</p> <p>CLO4: Analyze how public managers impact public policy, democracy and government legitimacy</p> <p>CLO5: Explain how the social, economic and historical foundations of government in the United States affect public administration.</p> <p>CLO6: Evaluate the nature and impact of organizations</p> <p>CLO7: Identify and compare public manager ethics theories</p> <p>CLO8: Present a group paper, covering its key concepts, to a live audience via internet video technology; utilizing contemporary presentation software such as PowerPoint, Prism, or Canvas.</p>

<b>Module 1</b>	<b>Your Module</b>
<b>Module Title</b> Enter the title of your module.	<b>Module Title:</b> Introduction
<b>Module Learning Objectives (MLOs) (Specific Review Standard 2.2)</b> List all the module-level objectives or competencies for this module of your course followed by the number in parentheses	<b>By the end of this module, each student will be able to:</b>  MLO1: Understand the structure, policies and goals of the MPA program. CLO 1 MLO2: Know the requirements and obligations of this class CLO 1 MLO3: Use the library databases. CLO 2 MLO4: Understand critical information literacy CLO 2 MLO5: Articulate and explain very basic aspects of administrative theory CLO2

Module 1	Your Module
<p>sis of the course-level objectives or competencies with which each module-level objective or competency is aligned.</p>	
<p><b>Assessments (Specific Review Standard 3.1)</b> List all the assessments in this module of your course.</p>	<p><b>Assessments:</b></p> <ol style="list-style-type: none"> <li>1. Journal</li> <li>2. Bibliography</li> <li>3. Online discussion board (DB) # 1 - introductions</li> </ol>

Module 1	Your Module
<b>Instructional Materials (Specific Review Standard 4.1)</b> List all the instructional materials in this module of your course.	<b>Instructional Materials are as follows:</b> <ol style="list-style-type: none"> <li>1. Article readings and web resources:               <ol style="list-style-type: none"> <li>a. MPA website <a href="https://jhbc.csusb.edu/mpa">https://jhbc.csusb.edu/mpa</a> particularly <a href="#">MPA Handbook</a> (MLO#1)</li> <li>b. Comprehensive Exam Questions <a href="https://jhbc.csusb.edu/sites/csusb_jhbc/files/2018-2019%20Comprehensive%20Exam%20Pool_0.pdf">https://jhbc.csusb.edu/sites/csusb_jhbc/files/2018-2019%20Comprehensive%20Exam%20Pool_0.pdf</a> (MLO#1)</li> <li>c. Tutorials at Critical Information literacy <a href="http://library.csusb.edu/cillab/?page_id=761">http://library.csusb.edu/cillab/?page_id=761</a> (MLO#2)</li> <li>d. Dwight Waldo- The Administrative State Chapter 4 The Good Life 65-75 (MLO # 5)</li> <li>e. <a href="http://books.google.com/books?id=fllZwUAlcoUC&amp;pg=PA65&amp;dq=Dwight+Waldo+and+the+good+life+chapter+4&amp;hl=en&amp;sa=X&amp;ei=IAWpUr3xldfcoASg6YKADA&amp;ved=0CC8Q6AEwAA">http://books.google.com/books?id=fllZwUAlcoUC&amp;pg=PA65&amp;dq=Dwight+Waldo+and+the+good+life+chapter+4&amp;hl=en&amp;sa=X&amp;ei=IAWpUr3xldfcoASg6YKADA&amp;ved=0CC8Q6AEwAA</a> (MLO5)</li> <li>f. Crash Course in US History: The Constitution, the Articles, and Federalism <a href="https://www.youtube.com/watch?v=bO7FQsCcbD8">https://www.youtube.com/watch?v=bO7FQsCcbD8</a> (MLO5)</li> <li>g. Anderson: Conference Presentation to the Public Administration Theory Network May 2018 PA Theory and “The Meaning of Life:” Just another Matrix to Awaken From (MLO5)</li> </ol> </li> </ol>
<b>Learning Activities (Specific Review Standard 5.1)</b> List all the learning activities in this module of your course.	<b>Learning Activities are as follows:</b> <ol style="list-style-type: none"> <li>1. Read and review assigned instructional materials</li> <li>2. Online Discussion Board # 1 - Introductions</li> <li>3. Journal preparation</li> <li>4. Bibliography preparation</li> <li>5. Live Zoom class meeting - recorded</li> </ol>
<b>Tools</b>	<b>Tools/Technology Used:</b>

<b>Module 1</b>	<b>Your Module</b>
<b>(Specific Review Standard 6.1)</b> List all the <b>tools</b> in this module of your course.	<ol style="list-style-type: none"> <li>1. Personal computers</li> <li>2. Internet websites</li> <li>3. CSUSB online library database</li> <li>4. CSUSB Blackboard resources</li> <li>5. Zoom</li> </ol>

<b>Module 2</b>	<b>Your Module</b>
<b>Module Title</b> Enter the title of your module.	<b>Module Title:</b> Democracy/Democratic Institutions and a Review of Economics
<b>Module Learning Objectives (MLOs) (Specific Review Standard 2.2)</b> List all the module-level objectives or competencies for this module of your course followed by the number in parenthesis of the course-level objectives or competencies with which each module-level objective or competency is aligned.	<b>By the end of this module, each student will be able to:</b> MLO1: Compare and evaluate the mechanisms for achieving democracy. CLO3 MLO2: Identify the institutions of democracy and their functions. CLO3 & CLO5 MLO3: Define accountability and analyze its connection to democracy and legitimacy. CLO3 & CLO 4 MLO4: Understand the political nature of government in a democracy. CLO3, CLO4 & CLO5 MLO5: Review the major concepts of classical economics theory. CLO5
<b>Assessments (Specific Review Standard 3.1)</b> List all the <b>assessments</b> in this module of your course.	<b>Assessments:</b> <ol style="list-style-type: none"> <li>1. Journal</li> <li>2. Democracy paper draft</li> <li>3. Online Discussion Board # 1 – Introductions (finalize)</li> </ol>
<b>Instructional Materials</b>	<b>Instructional Materials are as follows:</b>

Module 2	Your Module
<p><b>(Specific Review Standard 4.1)</b> List all the instructional materials in this module of your course.</p>	<ol style="list-style-type: none"> <li>1. Textbook, Box Part 1, chapters 1-3, Part 2, pps. 39-90. (MLO's 1-5)</li> <li>2. Articles &amp; web/video resources: <ol style="list-style-type: none"> <li>a. US Constitution <a href="http://constitutionus.com/">http://constitutionus.com/</a> (MLO's 1-4)</li> <li>b. Federalism <a href="https://www.youtube.com/watch?v=60G6oT2h_w4">https://www.youtube.com/watch?v=60G6oT2h_w4</a> (MLO's 1-4)</li> <li>c. Democracy's Road to Tyranny <a href="https://fee.org/articles/democracys-road-to-tyranny/">https://fee.org/articles/democracys-road-to-tyranny/</a> (MLO's 1-4)</li> <li>d. Anderson, (2007) Representative Democracy Encyclopedia of Governance, Thousand Oaks: Sage. Pages 827-834 – PDF in BB additional Content (MLO's 1-4)</li> <li>e. Basic review of supply and demand <a href="http://www.imf.org/external/pubs/ft/fandd/basics/suppdem.htm">http://www.imf.org/external/pubs/ft/fandd/basics/suppdem.htm</a> (MLO5)</li> <li>f. 11+ minute YouTube lecture on Market failure <a href="http://www.youtube.com/watch?v=DGuinXPz4nY">http://www.youtube.com/watch?v=DGuinXPz4nY</a> (MLO5)</li> <li>g. Brief Introduction to Macroeconomics <a href="http://www.udel.edu/htr/American/Texts/macro.html">http://www.udel.edu/htr/American/Texts/macro.html</a> (MLO5)</li> <li>h. "Fear the Boom and Bust" a Hayek vs. Keynes Rap Anthem – YouTube video <a href="http://www.youtube.com/watch?v=d0nERTFo-Sk">http://www.youtube.com/watch?v=d0nERTFo-Sk</a> (MLO5)</li> </ol> </li> </ol>
<p><b>Learning Activities</b> <b>(Specific Review Standard 5.1)</b> List all the <b>learning activities</b> in this module of your course.</p>	<p><b>Learning Activities are as follows:</b></p> <ol style="list-style-type: none"> <li>1. Read and review assigned instructional materials</li> <li>2. Journal preparation</li> <li>3. Democracy paper draft preparation</li> <li>4. Online Discussion Board # 1 – Introductions (finalize)</li> <li>5. Instructor feedback video</li> </ol>
<p><b>Tools</b> <b>(Specific Review Standard 6.1)</b> List all the <b>tools</b> in this module of your course.</p>	<p><b>Tools/Technology Used:</b></p> <ol style="list-style-type: none"> <li>1. Personal computers</li> <li>2. Internet websites</li> <li>3. CSUSB online library database</li> <li>4. CSUSB Blackboard resources</li> <li>5. YouTube</li> </ol>

Module 3	Your Module
<b>Module Title</b> Enter the title of your module.	<b>Module Title:</b> Knowing/epistemology
<b>Module Learning Objectives (MLOs)</b> <b>(Specific Review Standard 2.2)</b> List all the module-level objectives or competencies for this module of your course followed by the number in parenthesis of the course-level objectives or competencies with which each module-level objective or competency is aligned.	<b>By the end of this module, each student will be able to:</b> MLO1: Distinguish different ways of knowing or epistemologies. CLO2 MLO2: Distinguish between empirical and normative theory. CLO2 MLO3: Describe how theory applies to public administration. CLO2 & CLO4
<b>Assessments</b> <b>(Specific Review Standard 3.1)</b> List all the <b>assessments</b> in this module of your course.	<b>Assessments:</b> <ol style="list-style-type: none"> <li>1. Journal</li> <li>2. Democracy paper final</li> <li>3. Online Discussion Board # 2 – Bounded Rationality, includes mandatory watching of Ted Talk – using PlayPosit in Blackboard (discussion begins)</li> <li>4. Live Zoom class meeting - recorded</li> </ol>
<b>Instructional Materials</b> <b>(Specific Review Standard 4.1)</b> List all the instructional materials in this module of your course.	<b>Instructional Materials are as follows:</b> <ol style="list-style-type: none"> <li>1. Articles and web/video resources             <ol style="list-style-type: none"> <li>a. Introduction to Theory lite <a href="http://www.youtube.com/watch?v=gkIQ3GbmufI">http://www.youtube.com/watch?v=gkIQ3GbmufI</a> (MLO 1&amp;2)</li> <li>b. Introduction to Theory II <a href="https://www.youtube.com/watch?v=lqk3TKuGNBA">https://www.youtube.com/watch?v=lqk3TKuGNBA</a> (MLO 2&amp;3)</li> <li>c. Ted Talks on Bounded Rationality: <a href="https://www.youtube.com/watch?v=ErnWbP_Wztk&amp;t=163s">https://www.youtube.com/watch?v=ErnWbP_Wztk&amp;t=163s</a> <a href="https://www.youtube.com/watch?v=z0RZ2s2TFEg">https://www.youtube.com/watch?v=z0RZ2s2TFEg</a> <a href="https://www.youtube.com/watch?v=BebxSRBxQDw">https://www.youtube.com/watch?v=BebxSRBxQDw</a></li> <li>d. Ontology, Epistemology, Methodology and Methods in Research Simplified! <a href="https://www.youtube.com/watch?v=hCOsY5rkRs8">https://www.youtube.com/watch?v=hCOsY5rkRs8</a> (MLO 1)</li> <li>e. How do you know what you know is true? <a href="http://theconversation.com/how-do-you-know-that-what-you-know-is-true-thats-epistemology-63884">http://theconversation.com/how-do-you-know-that-what-you-know-is-true-thats-epistemology-63884</a> (MLO 1)</li> <li>f. Political Philosophy <a href="https://www.youtube.com/watch?v=PzhniSEhrls&amp;t=61s">https://www.youtube.com/watch?v=PzhniSEhrls&amp;t=61s</a> (MLO's 1-3)</li> </ol> </li> </ol>



Module 3	Your Module
	<ul style="list-style-type: none"> <li>g. Scientific Method <a href="http://chemistry.about.com/od/lecturenotes13/a/sciencemethod.htm">http://chemistry.about.com/od/lecturenotes13/a/sciencemethod.htm</a> (MLO 1)</li> <li>h. Positivism <a href="http://www.popularsocialscience.com/2013/02/15/theory-of-science-what-is-positivism/">http://www.popularsocialscience.com/2013/02/15/theory-of-science-what-is-positivism/</a> (MLO 1)</li> <li>i. Postmodernism <a href="https://www.youtube.com/watch?v=DO_gaxFIRXw">https://www.youtube.com/watch?v=DO_gaxFIRXw</a> (MLO's 1-3)</li> <li>j. Attribution Theory <a href="http://www.youtube.com/watch?v=mDhiyPAD6NQ">http://www.youtube.com/watch?v=mDhiyPAD6NQ</a> (MLO's 1-3)</li> <li>k. Cognitive Biases <a href="https://www.youtube.com/watch?v=wEwGBlr_Rlw">https://www.youtube.com/watch?v=wEwGBlr_Rlw</a> (MLO's 1-3)</li> <li>l. Social Construction <a href="http://www.youtube.com/watch?v=GVVWmZASn8">http://www.youtube.com/watch?v=GVVWmZASn8</a> (MLO's 1-3)</li> <li>m. Anderson, Jonathan (2012) Through the Looking Glass of Theory, <i>Administrative Theory and Praxis</i>, 34:3, 483-488 (MLO's 1-3)</li> <li>n. Englehart, J. (2001). The Marriage Between Theory and Practice. <i>Public Administration Review</i>, 61:3. EBSCO/Business (MLO's 1-3)</li> </ul>
<p><b>Learning Activities</b>  <b>(Specific Review Standard 5.1)</b>  List all the <b>learning activities</b> in this module of your course.</p>	<p><b>Learning Activities are as follows:</b></p> <ol style="list-style-type: none"> <li>1. Read and review assigned instructional materials</li> <li>2. Journal preparation</li> <li>3. Democracy paper final preparation</li> <li>4. Online Discussion Board # 2 – Bounded Rationality, includes mandatory watching of Ted Talk, using PlayPosit</li> <li>5. Live Zoom class meeting - recorded</li> <li>6. Instructor feedback video</li> </ol>
<p><b>Tools</b>  <b>(Specific Review Standard 6.1)</b>  List all the <b>tools</b> in this module of your course.</p>	<p><b>Tools/Technology Used:</b></p> <ol style="list-style-type: none"> <li>1. Personal computers</li> <li>2. Internet websites</li> <li>3. CSUSB online library database</li> <li>4. CSUSB Blackboard resources</li> <li>5. You Tube Ted Talk</li> <li>6. Zoom</li> <li>7. PlayPosit</li> </ol>

Module 4	Your Module
<b>Module Title</b> Enter the title of your module.	<b>Module Title:</b> History of Public Administration
<b>Module Learning Objectives (MLOs)</b> <b>(Specific Review Standard 2.2)</b> List all the module-level objectives or competencies for this module of your course followed by the number in parenthesis of the course-level objectives or competencies with which each module-level objective or competency is aligned.	<b>By the end of this module, each student will be able to:</b> MLO1: Outline the historical development of public administration in the United States. CLO # 5 MLO2: Compare and contrast different perspectives on the role of government. CLO #'s 3-5 MLO3: Review the political nature of government in a democracy. CLO # 3
<b>Assessments</b> <b>(Specific Review Standard 3.1)</b> List all the <b>assessments</b> in this module of your course.	<b>Assessments:</b> <ol style="list-style-type: none"> <li>1. Journal</li> <li>2. Theory paper draft</li> <li>3. Online Discussion Board # 2 – Bounded Rationality, includes mandatory watching of Ted Talk, using PlayPosit (finalize)</li> </ol>
<b>Instructional Materials</b> <b>(Specific Review Standard 4.1)</b> List all the instructional materials in this module of your course.	<b>Instructional Materials are as follows:</b> <ol style="list-style-type: none"> <li>1. Textbook, Box, Part 3</li> <li>2. Articles and video/web resources:               <ol style="list-style-type: none"> <li>a. Woodrow Wilson <a href="https://onlinempadegree.usfca.edu/news-resources/news/the-early-history-of-public-administration-in-the-united-states-woodrow-wilson/">https://onlinempadegree.usfca.edu/news-resources/news/the-early-history-of-public-administration-in-the-united-states-woodrow-wilson/</a></li> <li>b. Encyclopedia Britannica- <a href="https://www.encyclopedia.com/social-sciences-and-law/law/law-divisions-and-codes/public-administration">https://www.encyclopedia.com/social-sciences-and-law/law/law-divisions-and-codes/public-administration</a></li> <li>c. Powers, Fred. Perry (1888). The Reform of the Federal Service. Political Science Quarterly 3(2) 247-281. JSTOR</li> </ol> </li> </ol>
<b>Learning Activities</b> <b>(Specific Review Standard 5.1)</b> List all the <b>learning activities</b> in this module of your course.	<b>Learning Activities are as follows:</b> <ol style="list-style-type: none"> <li>1. Read and review assigned instructional materials</li> <li>2. Journal preparation</li> <li>3. Online Discussion Board # 2 – Bounded Rationality</li> </ol>

<b>Module 4</b>	<b>Your Module</b>
	<ol style="list-style-type: none"> <li>4. Theory paper draft preparation</li> <li>5. Instructor feedback video</li> </ol>
<b>Tools</b> <b>(Specific Review Standard 6.1)</b> List all the <b>tools</b> in this module of your course.	<b>Tools/Technology Used:</b> <ol style="list-style-type: none"> <li>1. Personal computers</li> <li>2. Internet websites</li> <li>3. CSUSB online library database</li> <li>4. You Tube Ted Talk</li> <li>5. CSUSB Blackboard resources</li> </ol>

<b>Module 5</b>	<b>Your Module</b>
<b>Module Title</b> Enter the title of your module.	<b>Module Title:</b> Organizations/Bureaucracy/ Reforms
<b>Module Learning Objectives (MLOs)</b> <b>(Specific Review Standard 2.2)</b> List all the module-level objectives or competencies for this module of your course followed by the number in parenthesis of the course-level objectives or competencies with which each module-level objective or competency is aligned.	<b>By the end of this module, each student will be able to:</b> MLO1: Understand the definitions of organization and their limitations. CLO # 6 MLO 2: Compare and contrast public and private organizations. CLO #'s 3-6 MLO 3: Define bureaucracy, its goals and consequences. CLO # 6 MLO 4: Review the various public administration organizational reforms. CLO # 6 MLO 5: Summarize the tension between efficiency and democracy. CLO #'s 3-6
<b>Assessments</b> <b>(Specific Review Standard 3.1)</b> List all the <b>assessments</b> in this module of your course.	<b>Assessments:</b> <ol style="list-style-type: none"> <li>1. Journal</li> <li>2. Discussion Board # 3 – Bureaucracy – Ted Talk – mandatory, using PlayPosit (begin)</li> <li>3. Theory paper final</li> </ol>

Module 5	Your Module
<p><b>Instructional Materials</b>  <b>(Specific Review Standard 4.1)</b>  List all the instructional materials in this module of your course.</p>	<p>4. Live Zoom class meeting - recorded</p> <p><b>Instructional Materials are as follows:</b></p> <ol style="list-style-type: none"> <li>1. Textbook, Box, Part 4</li> <li>2. Articles &amp; web/video resources: <ol style="list-style-type: none"> <li>a. Bureaucracy <a href="https://www.toolshero.com/management/bureaucratic-theory-weber/">https://www.toolshero.com/management/bureaucratic-theory-weber/</a> (MLO's 1 &amp; 3)</li> <li>b. Max Weber/Bureaucracy <a href="https://www.youtube.com/watch?v=zp554tcdWO8">https://www.youtube.com/watch?v=zp554tcdWO8</a> (MLO's 1 &amp; 3)</li> <li>c. Ted Talk – Bureaucracy, F. Lindegren - <a href="https://www.youtube.com/watch?v=jad823fgcsw">https://www.youtube.com/watch?v=jad823fgcsw</a></li> <li>d. Four Types of Organization <a href="https://online.pointpark.edu/business/types-of-organizational-structures/">https://online.pointpark.edu/business/types-of-organizational-structures/</a> (MLO's 1-4)</li> <li>e. Public Private - Public and Private Management: Are They Fundamentally Alike in All Unimportant Respects?  <a href="http://dominio1.cide.edu/documents/78861/1478415/5%20Graham%20Allison.pdf">http://dominio1.cide.edu/documents/78861/1478415/5%20Graham%20Allison.pdf</a> (MLO's 2 &amp; 5)</li> <li>f. New Public Administration <a href="https://www.youtube.com/watch?v=OMn35lz9i0Q">https://www.youtube.com/watch?v=OMn35lz9i0Q</a> (MLO's 2, 4, &amp; 5)</li> <li>g. New Public Management  <a href="http://pfiffner.gmu.edu/files/pdfs/Book_Chapters/NewPublicMgt.doc.pdf">http://pfiffner.gmu.edu/files/pdfs/Book_Chapters/NewPublicMgt.doc.pdf</a> (MLO's 2, 4, &amp; 5)</li> <li>h. Reinventing Government <a href="http://cms.mildredwarner.org/summaries/osborne1992">http://cms.mildredwarner.org/summaries/osborne1992</a> (MLO's 2, 4, &amp; 5)</li> <li>i. H. George Frederickson (1996) Comparing the Reinventing Government Movement with the New Public Administration. Public Administration Review, 56: 3. 263-270. (MLO's 2, 4, &amp; 5)</li> <li>j. Administrative Evil  <a href="http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.565.177&amp;rep=rep1&amp;type=pdf">http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.565.177&amp;rep=rep1&amp;type=pdf</a> (MLO's 1-5)</li> </ol> </li> </ol>
<p><b>Learning Activities</b>  <b>(Specific Review Standard 5.1)</b>  List all the <b>learning activities</b> in this module of your course.</p>	<p><b>Learning Activities are as follows:</b></p> <ol style="list-style-type: none"> <li>1. Read and review assigned instructional materials</li> <li>2. Discussion Board # 3 – Bureaucracy – Ted Talk – mandatory using PlayPosit (begin).</li> <li>3. Journal preparation</li> <li>4. Theory final paper preparation.</li> </ol>

Module 5	Your Module
	5. Live Zoom class meeting - recorded 6. Instructor feedback video
<b>Tools (Specific Review Standard 6.1)</b> List all the <b>tools</b> in this module of your course.	<b>Tools/Technology Used:</b> <ol style="list-style-type: none"> <li>1. Personal computers</li> <li>2. Internet websites</li> <li>3. CSUSB online library database</li> <li>4. CSUSB Blackboard resources</li> <li>5. You Tube Ted Talk</li> <li>6. Zoom</li> </ol>

Module 6	Your Module
<b>Module Title</b> Enter the title of your module.	<b>Module Title:</b> Role of the Public Manager and Managing people
<b>Module Learning Objectives (MLOs) (Specific Review Standard 2.2)</b> List all the module-level objectives or	<b>By the end of this module, each student will be able to:</b> MLO 1: Define public manager and the Administrative State. CLO's # 4 & 5 MLO 2: Review the nature of the public manager as supervisor. CLO # 3 MLO 3: Compare and contrast the normative theories of the role of the public manager and Administrative State in the U.S. CLO's # 4 & 7 MLO 4: Outline the debate over politics versus administration in PA Theory. CLO's # 3 & 4

Module 6	Your Module
<p>competencies for this module of your course followed by the number in parenthesis of the course-level objectives or competencies with which each module-level objective or competency is aligned.</p>	
<p><b>Assessments (Specific Review Standard 3.1)</b> List all the assessments in this module of</p>	<p><b>Assessments:</b></p> <ol style="list-style-type: none"> <li>1. Journal</li> <li>2. Discussion Board # 3 – Bureaucracy – Ted Talk – mandatory using PlayPosit (finalize)</li> <li>3. Role of Public Manager paper draft</li> </ol>

Module 6	Your Module
your course.	
<b>Instructional Materials (Specific Review Standard 4.1)</b> List all the instructional materials in this module of your course.	<b>Instructional Materials are as follows:</b> <ol style="list-style-type: none"> <li>1. Textbook, Box, Part 5</li> <li>2. Articles &amp; web/video resources: <ol style="list-style-type: none"> <li>a. Woodrow Wilson: The Study of Administration (MLO's 1-3)  <a href="http://www.iupui.edu/~spea1/V502/Orosz/Units/Sections/u1s5/Woodrow_Wilson_Study_of_Administration_1887_jstor.pdf">http://www.iupui.edu/~spea1/V502/Orosz/Units/Sections/u1s5/Woodrow_Wilson_Study_of_Administration_1887_jstor.pdf</a> (MLO's 1-3)</li> <li>b. Ted Talk – Bureaucracy - <a href="https://www.youtube.com/watch?v=jad823fgcsw">https://www.youtube.com/watch?v=jad823fgcsw</a></li> <li>d. Politics v Administration theory <a href="https://www.youtube.com/watch?v=JVxA5F2OMOU">https://www.youtube.com/watch?v=JVxA5F2OMOU</a> (MLO's 1-3)</li> <li>e. Denhardt, R. and Denhardt, J. (2000). The New Public Service: Serving Rather than Steering. Public Administration Review, 60:6 EBSCO Business (MLO's 3 &amp; 4)</li> <li>f. Newbold- Constitutional role for Public Administration  <a href="http://faculty.cbpp.uaa.alaska.edu/afgjp/PADM601%20Fall%202010/Toward%20a%20Constitutional%20School%20for%20Am%20PA.pdf">http://faculty.cbpp.uaa.alaska.edu/afgjp/PADM601%20Fall%202010/Toward%20a%20Constitutional%20School%20for%20Am%20PA.pdf</a> (MLO'S 3 &amp; 4)</li> <li>g. Fredrick Taylor- Scientific Management <a href="https://www.youtube.com/watch?v=vNfy_AHG-MU">https://www.youtube.com/watch?v=vNfy_AHG-MU</a> (MLO # 2)</li> <li>h. Hawthorne Experiments <a href="https://www.youtube.com/watch?v=rLVp-CrBnPo">https://www.youtube.com/watch?v=rLVp-CrBnPo</a> (MLO's 1 &amp; 2)</li> <li>i. Maslow's Hierarchy of Needs <a href="https://www.youtube.com/watch?v=nASV5I_WG3k">https://www.youtube.com/watch?v=nASV5I_WG3k</a> (MLO # 2)</li> <li>j. McGregor- Theory X and Y <a href="https://www.youtube.com/watch?v=CXAzZRnJo2o">https://www.youtube.com/watch?v=CXAzZRnJo2o</a> (MLO # 2)</li> </ol> </li> </ol>
<b>Learning Activities (Specific Review Standard 5.1)</b> List all the learning activities in this module of your course.	<b>Learning Activities are as follows:</b> <ol style="list-style-type: none"> <li>1. Read and review assigned instructional materials</li> <li>2. Discussion Board # 3 – Bureaucracy – Ted Talk – mandatory using PlayPosit (finalize)</li> <li>3. Journal preparation</li> <li>4. Role of Public Manager draft paper preparation.</li> <li>5. Instructor feedback video</li> </ol>
<b>Tools</b>	<b>Tools/Technology Used:</b>

<b>Module 6</b>	<b>Your Module</b>
<p><b>(Specific Review Standard 6.1)</b> List all the tools in this module of your course.</p>	<ol style="list-style-type: none"> <li>1. Personal computers</li> <li>2. Internet websites</li> <li>3. CSUSB online library database</li> <li>4. CSUSB Blackboard resources</li> <li>5. You Tube Ted Talk</li> </ol>

<b>Module 7</b>	<b>Your Module</b>
<p><b>Module Title</b> Enter the title of your module.</p>	<p><b>Module Title:</b> Ethics/Public Service Values</p>
<p><b>Module Learning Objectives (MLOs) (Specific Review Standard 2.2)</b> List all the module-level objectives</p>	<p><b>By the end of this module, each student will be able to:</b>  MLO 1: Understand the different concepts of Ethics. CLO # 7  MLO 2: Define the concept of Public Service Values. CLO's # 4 &amp; 7  MLO 3: Review the ASPA Code of Ethics. CLO # 7  MLO 4: Review the NASPAA requirement for Public Service Values. CLO's # 1 &amp; 7  MLO 5: Analyze how public manager ethics impact government legitimacy and management. CLO # 4  MLO 6: Review policies on sexual harassment and gender equity. CLO's 4 &amp; 7.</p>



Module 7	Your Module
<p>or competencies for this module of your course followed by the number in parentheses of the course-level objectives or competencies with which each module-level objective or competency is aligned.</p>	
<p><b>Assessments (Specific Review Standard 3.1)</b> List all the assessments</p>	<p><b>Assessments:</b></p> <ol style="list-style-type: none"> <li>1. Journal</li> <li>2. Discussion Board # 4, Ted Talk, Dan Ariely, Decision Making (mandatory using PlayPosit)</li> <li>3. Role of Public Manager paper final</li> </ol>

Module 7	Your Module
<p>ts in this module of your course.</p>	
<p><b>Instructional Materials (Specific Review Standard 4.1)</b> List all the instructional materials in this module of your course.</p>	<p><b>Instructional Materials are as follows:</b></p> <ol style="list-style-type: none"> <li>1. Textbook, Box, Part 6</li> <li>2. Articles &amp; web/video resources: <ol style="list-style-type: none"> <li>a. Introduction to Ethics- A great introduction from the BBC <a href="http://www.bbc.co.uk/ethics/introduction/intro_1.shtml">http://www.bbc.co.uk/ethics/introduction/intro_1.shtml</a> (MLO's 1-5)</li> <li>b. A short perspective from Santa Clara University <a href="http://www.scu.edu/ethics/practicing/decision/whatisethics.html">http://www.scu.edu/ethics/practicing/decision/whatisethics.html</a> (MLO's 1-5)</li> <li>c. Ted Talk, Dan Ariely, Decision Making, <a href="https://www.youtube.com/watch?v=9X68dm92HVI">https://www.youtube.com/watch?v=9X68dm92HVI</a></li> <li>d. ASPA Code of Ethics-- <a href="http://www.aspanet.org/public/ASPA/Resources/Code_of_Ethics/ASPA/Resources/Code_of_Ethics/Code_of_Ethics1.aspx?hkey=acd40318-a945-4ffc-ba7b-18e037b1a858">http://www.aspanet.org/public/ASPA/Resources/Code_of_Ethics/ASPA/Resources/Code_of_Ethics/Code_of_Ethics1.aspx?hkey=acd40318-a945-4ffc-ba7b-18e037b1a858</a> (MLO's 1-5)</li> <li>e. Federal Ethics web site <a href="https://www.oge.gov/">https://www.oge.gov/</a> (MLO's 1-5)</li> <li>f. NASPAA Public Service Values <a href="https://naspaaaccreditation.files.wordpress.com/2015/02/naspaa-accreditation-standards.pdf">https://naspaaaccreditation.files.wordpress.com/2015/02/naspaa-accreditation-standards.pdf</a> (MLO 4)</li> <li>g. Cooper, T. (2004). Big Questions in Administrative Ethics. Public Administration Review, 64:4. EBSCO/Business Source Premier (MLO 5)</li> <li>h. Carol W. Lewis (2006) In Pursuit of the Public Interest, Public Administration Review, 66:5, 694-701. (MLO's 1-5)</li> <li>i. Sexual Harassment <a href="https://www2.ed.gov/about/offices/list/ocr/sexharassresources.html">https://www2.ed.gov/about/offices/list/ocr/sexharassresources.html</a> (MLO 6)</li> <li>j. CSUSB Title IX and Gender Equity <a href="https://www.csusb.edu/title-ix">https://www.csusb.edu/title-ix</a> (MLO 6)</li> </ol> </li> </ol>
<p><b>Learning Activities (Specific Review Standard 5.1)</b> List all the learning activities in this</p>	<p><b>Learning Activities are as follows:</b></p> <ol style="list-style-type: none"> <li>1. Read and review assigned instructional materials</li> <li>2. Ted Talk, Dan Ariely, Decision Making – mandatory using PlayPosit (begin)</li> <li>3. Journal preparation</li> <li>4. Preparation of Role of Public Manager final paper.</li> <li>5. Zoom live class meeting</li> <li>6. Instructor feedback video</li> </ol>

Module 7	Your Module
module of your course.	
<b>Tools (Specific Review Standard 6.1)</b> List all the tools in this module of your course.	<b>Tools/Technology Used:</b> <ol style="list-style-type: none"> <li>1. Personal computers</li> <li>2. Internet websites</li> <li>3. CSUSB online library database</li> <li>4. CSUSB Blackboard resources</li> <li>5. You Tube Ted Talk</li> <li>6. Zoom</li> </ol>

Module 8	Your Module
<b>Module Title</b> Enter the title of your module.	<b>Module Title:</b> Big Questions of Public Administration
<b>Module Learning Objectives (MLOs) (Specific Review Standard 2.2)</b> List all the module-level objectives or competencies for this module of your course followed by the number in parenthesis of the course-level objectives or competencies with which each module-level objective or competency is aligned.	<b>By the end of this module, each student will be able to:</b> MLO1: Compare different concepts of public administration. CLO's # 2 - 4 MLO 2: Analyze how normative theories of public administration impact management. CLO's # 2 - 4 MLO 3: Identify the controversies of public administration and clarify what a "Big" question means. CLO's # 2-7
<b>Assessments (Specific Review Standard 3.1)</b>	<b>Assessments:</b> <ol style="list-style-type: none"> <li>1. Journal</li> <li>2. Big Questions paper draft</li> </ol>

Module 8	Your Module
List all the <b>assessments</b> in this module of your course.	3. Ted Talk, Dan Ariely, Decision Making – mandatory using PlayPosit (finalize)
<b>Instructional Materials</b> <b>(Specific Review Standard 4.1)</b> List all the instructional materials in this module of your course.	<b>Instructional Materials are as follows:</b> <ol style="list-style-type: none"> <li>1. Textbook, Box, Part 6</li> <li>2. Articles &amp; web/video resources: <ol style="list-style-type: none"> <li>a. Robert Behn (1995) The Big Questions of Public Management Public Administration Review, 55:4, 313-324. (MLO's 1-3)</li> <li>b. John Kirlin (1996) The Big Questions of Public Administration in a Democracy. Public Administration Review, 56:5, 416-423. (MLO's 1-3)</li> <li>c. Thomas, John Clayton (2013) Citizen, Customer, Partner: Rethinking the Place of the Public in Public Management. Public Administration Review, 73:6, 786–796. Available in Course Content (MLO's 1-3).</li> <li>d. Ted Talk, Dan Ariely, Decision Making  <a href="https://www.youtube.com/watch?v=9X68dm92HVI">https://www.youtube.com/watch?v=9X68dm92HVI</a></li> </ol> </li> </ol>
<b>Learning Activities</b> <b>(Specific Review Standard 5.1)</b> List all the <b>learning activities</b> in this module of your course.	<b>Learning Activities are as follows:</b> <ol style="list-style-type: none"> <li>1. Read and review assigned instructional materials</li> <li>2. Ted Talk, Dan Ariely, Decision Making – mandatory using PlayPosit (finalize)</li> <li>3. Journal preparation</li> <li>4. Big Questions paper draft preparation</li> <li>5. Instructor feedback video</li> </ol>
<b>Tools</b> <b>(Specific Review Standard 6.1)</b> List all the <b>tools</b> in this module of your course.	<b>Tools/Technology Used:</b> <ol style="list-style-type: none"> <li>1. Personal computers</li> <li>2. Internet websites</li> <li>3. CSUSB online library database</li> <li>4. CSUSB Blackboard resources</li> <li>5. You Tube Ted Talk</li> </ol>

Module 9	Your Module
<b>Module Title</b> Enter the title of your module.	<b>Module Title:</b> Communications and Leadership
<b>Module Learning Objectives (MLOs)</b> <b>(Specific Review Standard 2.2)</b> List all the module-level objectives or competencies for this module of your course followed by the number in parenthesis of the course-level objectives or competencies with which each module-level objective or competency is aligned.	<b>By the end of this module, each student will be able to:</b> MLO 1: Identify general theories of communications. CLO's # 2 & 4 MLO 2: Distinguish among different theories of Leadership. CLO's # 2 & 4 MLO 3: Identify important presentation skills. CLO # 4 MLO 4: Identify important interpersonal communications skills. CLO # 4
<b>Assessments</b> <b>(Specific Review Standard 3.1)</b> List all the <b>assessments</b> in this module of your course.	<b>Assessments:</b> <ol style="list-style-type: none"> <li>1. Discussion Board # 5 – Ted Talk, Julian Treasure, Communication/Speaking – mandatory using PlayPosit (begin)</li> <li>2. Big Questions final paper</li> </ol>
<b>Instructional Materials</b> <b>(Specific Review Standard 4.1)</b> List all the instructional materials in this module of your course.	<b>Instructional Materials are as follows:</b>  Articles & web/video resources: <ol style="list-style-type: none"> <li>1. Leadership Styles <a href="http://www.nwlink.com/~donclark/leader/leadstl.html">http://www.nwlink.com/~donclark/leader/leadstl.html</a> (MLO # 2)</li> <li>2. Warren Bennis on Leadership <a href="http://humanresources.tennessee.edu/leadership/docs/bennis_.pdf">http://humanresources.tennessee.edu/leadership/docs/bennis_.pdf</a> (MLO # 2)</li> <li>3. Carnegie: How to Win Friends and Influence People <a href="http://www.westegg.com/unmaintained/carnegie/win-friends.html">http://www.westegg.com/unmaintained/carnegie/win-friends.html</a> (MLO's 1, 3, &amp; 4)</li> <li>4. Van Wart, Monty (2013) Lessons from Leadership Theory and the Contemporary Challenges of Leaders. Public Administration Review, 73:4. 553–565. (MLO # 2)</li> <li>5. Communication &amp; Leadership – Julian Treasure <a href="https://www.youtube.com/watch?v=elho2S0ZahI">https://www.youtube.com/watch?v=elho2S0ZahI</a></li> </ol>
<b>Learning Activities</b> <b>(Specific Review Standard 5.1)</b> List all the <b>learning activities</b> in this module of your course.	<b>Learning Activities are as follows:</b> <ol style="list-style-type: none"> <li>1. Read and review assigned instructional materials</li> <li>2. Journal preparation</li> <li>3. Discussion Board # 5 – Ted Talk, Julian Treasure, Communication/Speaking</li> <li>4. Preparation of Big Questions draft paper (continued).</li> </ol>

<b>Module 9</b>	<b>Your Module</b>
	5. Live Zoom class Meeting 6. Instructor feedback video
<b>Tools</b> <b>(Specific Review Standard 6.1)</b> List all the <b>tools</b> in this module of your course.	<b>Tools/Technology Used:</b> <ol style="list-style-type: none"> <li>1. Personal computers</li> <li>2. Internet websites</li> <li>3. CSUSB online library database</li> <li>4. CSUSB Blackboard resources</li> <li>5. You Tube Ted Talk</li> <li>6. Zoom</li> </ol>

<b>Module 10</b>	<b>Your Module</b>
<b>Module Title</b> Enter the title of your module.	<b>Module Title:</b> Presentations
<b>Module Learning Objectives (MLOs)</b> <b>(Specific Review Standard 2.2)</b> List all the module-level objectives or competencies for this module of your course followed by the number in parenthesis of the course-level objectives or competencies with which each module-level objective or competency is aligned.	<b>By the end of this module, each student will be able to:</b> MLO1: Present in a professional concise manner, the Big Questions final paper to a live audience either in person or using web-based video resources such as Zoom; utilizing contemporary presentation software such as PowerPoint.
<b>Assessments</b> <b>(Specific Review Standard 3.1)</b> List all the <b>assessments</b> in this module of your course.	<b>Assessments:</b> <ol style="list-style-type: none"> <li>1. Big Questions final paper</li> <li>2. Presentations of Big Questions final paper – Zoom meeting</li> <li>3. Critique of another group’s final paper</li> <li>4. Discussion Board # 5 – Ted Talk, Julian Treasure, Communication/Speaking (finalize)</li> </ol>
<b>Instructional Materials</b> <b>(Specific Review Standard 4.1)</b>	<b>Instructional Materials are as follows:</b> <ol style="list-style-type: none"> <li>1. Zoom resource and online training material</li> </ol>

Module 10	Your Module
List all the instructional materials in this module of your course.	<ol style="list-style-type: none"> <li>2. Communication &amp; Leadership – Julian Treasure  <a href="https://www.youtube.com/watch?v=elho2S0Zahl">https://www.youtube.com/watch?v=elho2S0Zahl</a> </li> </ol>
<p><b>Learning Activities</b>  <b>(Specific Review Standard 5.1)</b>  List all the <b>learning activities</b> in this module of your course.</p>	<p><b>Learning Activities are as follows:</b></p> <ol style="list-style-type: none"> <li>1. Journal</li> <li>2. Preparation of Big Questions final paper</li> <li>3. Presentation of Big Questions final paper.</li> <li>4. Critique of another group’s final paper.</li> <li>5. Instructor feedback video</li> </ol>
<p><b>Tools</b>  <b>(Specific Review Standard 6.1)</b>  List all the <b>tools</b> in this module of your course.</p>	<p><b>Tools/Technology Used:</b></p> <ol style="list-style-type: none"> <li>1. Personal computers</li> <li>2. Internet websites</li> <li>3. CSUSB online library database</li> <li>4. CSUSB Blackboard resources</li> <li>5. Zoom</li> <li>6. YouTube</li> </ol>