

The screenshot shows a web browser window displaying a Blackboard course page. The page title is "Module 2: October 2-8" and the subtitle is "Democracy, the Constitution, and Economic Basics". The page is organized into several sections: Objectives (MO 1-5), Readings and Resources (with links to Box, Crash Course, US Constitution, Federalism, Democracy's Road to Tyranny, and Anderson's Encyclopedia of Governance), Economics (with links to supply and demand, market failure, macroeconomics, and a rap anthem), and an Assignment due October 9 (Journal and Democracy paper draft). Below the assignment is a section for "Participate in Small Group Discussion" with three discussion questions. The browser's address bar shows the URL: https://csusb.blackboard.com/webapps/blackboard/content/listContent.jsp?course_id=_112266_1&content_id=_2003121_1&mode=reset. The Windows taskbar at the bottom shows the time as 11:05 AM on 1/04/2019.

Module 1, September 25 – October 1

Introduction to the MPA, to PA 611 and to Governance

This Class is a Face to Face Meeting

Objectives

MO 1 Review the structure, policies and goals of the MPA program.

MO 2 Know the requirements and obligations of this class

MO 3 Use the library databases

MO 4 Recognize critical information literacy

Readings and Resources

- Box Part I Chapters 1 & 2
- The [MPA website](#) particularly [MPA Handbook](#)
- MPA [Comprehensive Exam Questions](#)
- Tutorials at [Critical Information literacy](#)
- Dwight Waldo- *The Administrative State* Chapter 4 [The Good Life 65-75](#)

Assignment due October 2 – Journal and [Bibliography](#) -- email both assignments to me using Word attachments.

Introduce yourself on Discussion Board and Participate in Small Group Online discussions

1. Introduce yourself so we can remember throughout the quarter. Where do you work? Where do you live? What other activities take up your life? [MO 1:2]
2. Why do you want to get an MPA? What are your personal goals for this degree? [MO 1: 1 and 2]
3. Provide an example of online information that may be deceptive and how you need to be critical about understanding. [MO 1:4]
4. Do you agree with Waldo about the nature of “the Good Life?” What should citizens expect from government? [MO 1:1]

Module 2: October 2-8

Democracy, the Constitution, and Economic Basics

Objectives

MO 1 Compare and evaluate the mechanisms for achieving democracy.

MO 2 Identify the institutions of democracy and their functions.

MO 3 Define accountability and analyze its connection to democracy and legitimacy.

MO 4 Understand the political nature of government in a democracy.

MO 5 Review the major concepts of classical economics theory.

Readings and Resources

- Box: Part 1 Chapter 3 Part II pp. 39-90
- [Crash Course in US History: The Constitution, the Articles, and Federalism](#) - Video
- [US Constitution](#)
- [Federalism](#) - Video
- [Democracy's Road to Tyranny](#)
- Anderson, (2007) Representative Democracy *Encyclopedia of Governance*, Thousand Oaks: Sage. Pages 827-834 – [PDF in BB additional Content](#)

Economics

- Basic [review of supply and demand](#)
- [Market failure](#) - 11 minute Video
- [Introduction to Macroeconomics](#)
- ["Fear the Boom and Bust"](#) a Hayek vs. Keynes Rap Anthem – Video

Assignment due October 9 Journal and [Democracy paper draft](#) Participate in Small Group Discussion

1. How do “institutions of democracy” in the United States work or not work in your workplace? Provide examples [MO 2:1, 2:2]
2. How are YOU (or any public manager) “accountable?” [MO 2:3]
3. How does local government affect the economy? [MO 2:4, 2:5]

Module 3, October 9-15

Theory and Public Administration

Objectives

MO 1 Distinguish different ways of knowing or epistemologies.

MO 2 Distinguish between empirical and normative theory.

MO 3 Describe how theory applies to public administration.

Readings and Resources

- Introduction to [Theory lite](#) - Video
- Introduction to [Theory II](#) - Video
- Ontology, Epistemology, [Methodology and Methods in Research Simplified!](#) - Video
- [How do you know what you know is true?](#)
- [Political Philosophy](#) - Video
- [Scientific Method](#)
- [Positivism](#)
- [Postmodernism](#) - Video
- [Attribution Theory](#) - Video
- [Cognitive Biases](#) - Video
- [Social Construction](#) - Video
- Anderson, Jonathan (2012) [Through the Looking Glass of Theory](#), *Administrative Theory and Praxis*, 34:3, 483-488
- Englehart, J. (2001). [The Marriage Between Theory and Practice](#). *Public Administration Review*, 61:3.

Assignment due October 16 Journal and [Democracy paper final](#)

Complete an informal course feedback survey.

Participate in Small Group Discussion

1. How do you “know” the truth about something? Have you ever been wrong about what you “knew?” [MO 3:1]
2. Name an empirical theory of public administration and explain how it impacts your workplace.[MO 3:2, 3:3]
3. What is a normative theory of public administration? Name one? Does it impact your workplace? [MO 3:2, 3:3]

Module 4, October 16-22

History of Public Administration in the United States

Objectives

MO 1 Outline the historical development of public administration in the United States.

MO 2 Compare and contrast different perspectives on the role of government.

MO 3 Review the political nature of government in a democracy.

Readings and Resources

- Box: Part III
- [Woodrow Wilson](#)
- [Definition of Public Administration](#) Encyclopedia Britannica-
- Powers, Fred. Perry (1888). [The Reform of the Federal Service](#). *Political Science Quarterly* 3(2) 247-281. JSTOR

Assignment due October 23 Journal and [Theory paper draft](#)

Participate in Small Group Discussion

1. What do you feel is the “role” of government? How does your workplace contribute to that role [MO 4:2]
2. Has the role of government changed? [MO 4:1]
3. How does democratic “politics” impact your workplace? [MO 4:3]

Module 5, October 23-29

Organizational Theory, Bureaucracy and Reform

Objectives

MO 1 Understand the definitions of organization and their limitations.

MO 2 Compare and contrast public and private organizations.

MO 3 Define bureaucracy, its goals and consequences.

MO 4 Review the various public administration organizational reforms.

MO 5 Summarize the tension between efficiency and democracy.

Readings and Resources

- Box: part IV
- [Bureaucracy](#)
- [Max Weber/Bureaucracy](#) -- Video
- [Four Types of Organization](#)
- Public Private - [Public and Private Management: Are They Fundamentally Alike in All Unimportant Respects?](#) Graham Allison
- [New Public Administration](#) -- Video
- [New Public Management](#)
- [Reinventing Government](#)
- H. George Frederickson (1996) [Comparing the Reinventing Government Movement with the New Public Administration](#). *Public Administration Review*, 56: 3. 263-270.
- [Administrative Evil](#) - Adams and Balfour

Assignment due October 30 Journal and [Theory paper final](#)

Participate in Small Group Discussion

1. Who is a part of your organization? Who is part of your policy network? Give examples of how other people or entities impact your work. [MO 5:1]
2. How are people “organized” in your workplace? [MO 5:3, MO 5:4]
3. What is the difference between a public and a private organization? Where do you work? How is the management the same and different? [MO 5:2, MO 5:5]

Module 6 October 30 – November 5

Attached Files:

- [Transcript Politics administratioon dichotomy.docx](#) (14.782 KB)

The Role of the Public Manager in a Democracy

Objectives

MO 1 Define public manager and the Administrative State.

MO 2 Review the nature of the public manager as supervisor.

MO 3 Compare and contrast the normative theories of the role of the public manager and Administrative State in the U.S.

MO 4 Outline the debate over politics versus administration in PA Theory.

Readings and Resources

- Box: Part V
- [Woodrow Wilson: The Study of Administration](#)
- [Politics v Administration theory](#) - Transcript is attached above.
- Denhardt, R. and Denhardt, J. (2000). The [New Public Service: Serving Rather than Steering](#). *Public Administration Review*, 60:6 EBSCO Business
- Newbold- [Constitutional role for Public Administration](#)

Managing People

- [Fredrick Taylor- Scientific Management](#) -- Video
- [Hawthorne Experiments](#) -- Video
- [Maslow’s Hierarchy of Needs](#) -- Video
- [McGregor- Theory X and Y](#) -- Video

Assignment due November 6 Journal and [Role of the Public Manager paper draft](#)

Participate in Small Group Discussion

1. How do you or will you “manage” employees? Is it any different in the public or private sectors? [MO 6:2]
2. How does the “politics v. administration” debate impact your workplace? [MO 6:4]
3. What do you feel is your “role” as a public manager in a democracy? Provide examples. Does this support any normative theories of Public Administration [MO 6:1, MO 6:3]

Module 7 November 6-12

Ethics and Public Administration

Objectives

MO 1 Understand the different concepts of Ethics.

MO 2 Define the concept of Public Service Values.

MO 3 Review the ASPA Code of Ethics.

MO 4 Analyze how public manager ethics impact government legitimacy and management.

MO 5 Review policies on sexual harassment and gender equity

Readings and Resources

- Box VI
- [Introduction to Ethics](#)- A great introduction from the BBC
- [A short perspective from Santa Clara University](#)
- [ASPA Code of Ethics](#)
- [Federal Ethics](#) web site
- [NASPAA Public Service Values](#)
- Cooper, T. (2004). [Big Questions in Administrative Ethics](#). *Public Administration Review*, 64:4
- Carol W. Lewis (2006) [In Pursuit of the Public Interest](#), *Public Administration Review*, 66:5, 694-701
- [Sexual Harassment](#)
- [CSUSB Title IX and Gender Equity](#)

Assignment due November 13 Journal and [Role of the Public Manager paper final](#)

Participate in Small Group Discussion

1. What different concepts of ethics do you follow in your workplace? Provide examples from your personal experience. [MO 7:1, 7:2, 7:3]
2. What is government legitimacy and why is it important? How do the actions of your workplace affect government legitimacy? [MO 7:4]
3. How do policies on sexual harassment work and not work in your workplace. [MO 7:5]

Module 8 November 13-19

“Big” Questions of Public Administration

Objectives

MO 1 Compare different concepts of public administration.

MO 2 Analyze how normative theories of public administration impact management.

MO 3 Identify the controversies of public administration and clarify what a “Big” question means.

Readings and Resources

- Robert Behn (1995) [The Big Questions of Public Management](#) *Public Administration Review*, 55:4, 313-324.
- John Kirlin (1996) [The Big Questions of Public Administration in a Democracy](#). *Public Administration Review*, 56:5, 416-423.
- Thomas, John Clayton (2013) [Citizen, Customer, Partner: Rethinking the Place of the Public in Public Management](#). *Public Administration Review*, 73:6, 786–796.
- Charles Lindblom - [The Science of Muddling Through](#) (1959) *Public Administration Review*, 19:2, 79-88.
- Anderson [The Gospel According to Merit](#)

Assignment due November 20 Journal and [Big Questions paper draft](#)

Participate in Small Group Discussion

1. Behn and Kirlin present different perspectives on what they call “Big Questions” for Public Management or Administration. Do you agree with either of their perspectives. Are they “Big” for your workplace? How? [MO 8:1, 8:2, 8:3]
2. Lindblom has a critique of the rational model of decision making. Do you agree? How are decisions made in your workplace? [MO 8:2, 8:3]
3. Anderson has a critique of the concept of merit as the foundation for public administration. Do you agree? How is “merit” defined/measured in your workplace?

Module 9 November 20-26

Leadership and Communication

Objectives

- MO 1** Identify general theories of communications.
- MO 2** Distinguish among different theories of Leadership.
- MO 3** Identify important presentation skills.
- MO 4** Identify important interpersonal communications skills.

Readings and Resources

- [Leadership Styles](#)
- [Warren Bennis on Leadership](#) Critique
- [Carnegie: How to Win Friends and Influence People](#)
- Van Wart, Monty (2013) [Lessons from Leadership Theory and the Contemporary Challenges of Leaders](#). *Public Administration Review*, 73:4. 553–565.
- [Anderson's Top Ten for Effective Leadership](#)

Assignment Due November 27: Journal and [Big Questions paper final](#)

Participate in Small Group Discussions

1. What does it mean to be a leader in the Public Sector? What are leaders like in your workplace? [MO 9:2]
2. Share an experience you have had about how to get the highest performance from people-- either as a supervisor or as an employee. [MO 9:1, MO 9:2, MO 9:4]
3. Provide examples of good or bad presentations you have seen. What made them good or bad? [MO 9:1, MO 9:3]

Module 10 November 27- December 3

Presentations and the MPA Comprehensive Exam

Objectives

- MO 1** Analyze how Public Leaders impact Big Questions of Public Administration.
- Short - 3 minute - oral presentation of your Big Questions paper
- By Friday November 30 post your Big Questions paper to Discussion Board. (earlier is better)
- By midnight Tuesday December 4 post your critiques.
- By Wednesday December 5 post your Final Journal Entry
- By Friday December 7 author's responses are to be posted

