Dr. K. Jurée Capers  
kcapers@gsu.edu  
(404)413-0118  
Room 327 Andrew Young School of Policy Studies  
Office Hours: Mondays, 3:30-5:30 pm and by appointment

Course Description
PMAP 3801 is an introductory course that explains public administration in its political context. It examines bureaucratic polities and behavior in the political process; bureaucrats’ relations with other executive agencies, the legislature, the president, the judiciary, and clientele groups; the role of bureaucrats in policy making and implementing agency strategies, and the political and public implications of administrators’ actions in policy implementation.

Learning Objectives and Outcomes
In this course, students will:
- Demonstrate an understanding of the administrative process at various levels of government.
- Develop an understanding of the relationships among political institutions, office holders, citizens, and public administrators.
- Analyze the implications of non-elected, administrative decision making and action.
- Enhance critical analysis skill through professional and research writing.

NOTE: A more recent version of the text is also available. I will be teaching from the 6th edition of the text, but the text below is also acceptable.  

Supplemental Texts:  

Policies

Class Attendance and Participation
Class attendance will count for 10 percent of your final grade. One class can be missed without penalty, but additionally missed sessions will be documented and deducted. Continual tardiness to class and/or early departures from class will also result in deductions from the final grade. As a general rule, there are no exceptions to the attendance requirement; however, exceptions may be granted for a catastrophic event or illness with documentation.
Late Assignments
Assignments submitted to the professor after they have been collected in class or after stated deadlines will be counted as late. **Late assignments must be hand delivered to the professor.** **Emailed assignments will not be accepted.** Turning in assignments late will result in a full letter grade deduction and a 3-point deduction for each additional day. **No assignment will be accepted one week beyond the indicated deadline.**

Make-Up Exams
In general, make-up exams will only be allowed under emergency circumstances with proper documentation. The professor reserves the right to decide the conditions of make-up exams or assessments.

Class Etiquette
To make this course enjoyable for everyone, cell phone ringers and other devices should be turned off. **Text messaging, emailing, and surfing the web are prohibited in class.** If it appears that members of the class are using computers or tablets for purposes outside of note taking, the instructor reserves the right to ask students to take notes by hand. Students are expected to be respectful to the professor and peers. Students may have strong opinions on topics and classroom discussion can be lively; the professor encourages students to voice their opinions and views in a courteous manner.

Email
The instructor will periodically communicate with students through the campus email system; therefore, students are responsible for checking their campus assigned email account regularly. Additionally, students may communicate with the instructor through this system. Emails sent through iCollege may experience a delayed response. **Please include basic greetings in emails and avoid “text talk,” as it is not the most effective method of professional communication.**

Plagiarism, Academic Honesty or Cheating
The Georgia State University Handbook defines plagiarism as follows:

- Plagiarism is presenting another person’s work as one’s own. Plagiarism includes any paraphrasing or summarizing of the works of another person without acknowledgement, including the summarizing of another student’s work as one’s own. Plagiarism frequently involves a failure to acknowledge in the text, notes, or footnotes the quotation of the paragraphs, sentences, or even a few phrases written or spoken by someone else. The submission of research or completed papers or projects by someone else is plagiarism, as is the unacknowledged use of research sources gathered by someone else when that use is specifically forbidden by the faculty member. Failure to indicate the extent and nature of one’s reliance on other sources is also a form of plagiarism. **It is also plagiarism to reuse material you prepared for different courses in the same program.** The student is responsible for understanding the legitimate use of sources, the appropriate ways of acknowledging academic, scholarly or creative indebtedness, and the consequences of violating this responsibility.

In this course, plagiarism and academic dishonesty will include the following:
- Reusing material developed for this or other courses to meet writing assignments in the current course
- Collaborating with other students or outside consultants (i.e. professional editor) for writing assignments
• Copying information or ideas from a book, article, or website without proper credit to the author.

Plagiarism and academic dishonesty in any form will face disciplinary action that could result in receiving an “F” in the course, suspension, or even expulsion from the university.

More information about the GSU Academic Honesty Policy (Section 409) can be found here: [http://www2.gsu.edu/~wwwfhb/fhb.html](http://www2.gsu.edu/~wwwfhb/fhb.html). Students may also find information on the policy in the undergraduate catalog.

**Course Materials/Copyright Statement**

The handouts and materials used in this course—including but not limited to syllabi, quizzes, exams, and in class materials generated for the course are copyrighted. You do not have permission or the right to copy the handouts unless I expressly grant you permission.

*PowerPoint*

Students will have unlimited access to PowerPoints while attending class sessions. The professor will only provide online or hard copy access to PowerPoints under necessary conditions as determined by the professor. PowerPoints should be viewed as supplemental aids to the text book and lecture discussions, not the sole source of course content and instruction.

**Grading Policy:** The following point system will be used to calculate final grade. Incomplete grades will only be given for nonacademic reasons when advance arrangements have been made. Please let the professor know as soon as you see a problem developing. The professor reserves the right to require documentation and proof of the need for an incomplete before agreeing to apply the “I” grade; the right to assign different and/or additional course requirements; the right to impose a grade penalty for an incomplete in the course. Students should familiarize themselves with the GSU Withdrawal Policies, Section 401.05.

**Last day to withdraw from full semester classes: October 9, 2018**

| 94-100 A | 77-79 C+ |
| 90-93 A- | 73-76 C  |
| 87-89 B+ | 70-72 C- |
| 83-86 B  | 60-69 D  |
| 80-82 B- | <60 F    |

**Assignments**

**Writing Assignments: (20% of total grade)** Students will write two 2-4 page papers—two discussion papers, and one 5-7 page group paper. The goal of each writing assignment is to assess your understanding of course topics through application and to foster higher levels of critical thinking about public administration. Papers should be formatted in 12-point, Times New Roman font, double spaced, with one inch margins. Students are also required to submit a Grammarly report with a score of 83 or above with all writing assignments. All assignments are to be submitted on iCollege by 11:59pm on the noted due date. Not following the formatting requirements will result in points being deducted from the assignment.

- **Assignment 1:** In this assignment, students will demonstrate their mastery of a core debate in public administration, assess the critiques of public administration, and develop strategies of improvement. **Due September 12, 2018**
Assignment 2: In this assignment, teams of students will have the opportunity to apply their understanding of the core responsibilities, interactions, and politics of public administrators to an agency. Students will also be provided a chance to evaluate public or private agencies and develop new ideas to advance the agencies.

- Proposal Outline Due: September 26, 2018
- Final Paper Due: October 24, 2018
- Presentations: October 24-November 28, 2018
- Peer Evaluation Due: November 28, 2018

Assignment 3: In this assignment, students will demonstrate their mastery of the foundational concepts that guide the civil service system, evaluate the practical implications of the concepts, and develop strategies of improvement. Due November 14, 2018

Midterm: (25% of total grade) – An in-class midterm on Wednesday, October 3, 2018 will cover all material discussed during the first six weeks of the course. Students are expected to demonstrate knowledge of the lectured material and assigned readings. The exam will include multiple choice, short answer, and 1-2 essay questions.

Final Exam: (30% of total grade) – The final course requirement is an exam on Wednesday December 5, 2018. The exam will include material covered in the second half of the semester, post-midterm lecture and reading material. The exam will include multiple choice, short answer, and 1-2 essay questions.

Quizzes and Assessments: (15% of total grade) – Students will have a minimum of three short quizzes, as well as various in-class, writing assessments during the term. Quizzes and activities are designed to check your reading and understanding of the readings and lectured material. As an incentive to reading, quizzes may be unannounced or announced. Students should always be prepared for an assessment on previously covered material.

Student-Led Sessions: Students will have the opportunity to apply their knowledge of public administration concepts to real-world scenarios as they serve as in-class public administrators. Students will be expected to complete assigned readings and notes before leading sessions. Using the assignment sheet of the day, students will work in teams to complete various tasks that may include, but are not limited to open discussion sessions, role playing, administrative advisement, and policy design and marketing.

Resources

Americans with Disabilities Act (ADA) Statement
Students with disabilities, requiring special accommodation must self identify and need to be registered with the Office of Disability Services (404-651-1487) for the instructor to modify instruction or expectation. Students may only be accommodated upon issuance by the Office of Disability Services of a signed Accommodation Plan and are responsible for providing a copy of the plan to the professor and all other courses in which an accommodation is sought.
**GSU Writing Studio**
The GSU Writing Studio located in room 2420 at 25 Park Place Building (across from Woodruff Park). It is a great place to talk about writing, learn about writing, and improve your writing. The central mission of the Studio is to “enhance undergraduate and graduate student writing by encouraging all writers to participate in regular conversation about the writing process and their academic work.” As a GSU student, the Writing Studio is a free resource to you. The Studio provides one-on-one assistance to students on rhetoric, composition, and academic genre conventions. Extensive assistance on non-content related writing issues should be directed to the Writing Studio. For more information on the Writing Studio, visit [GSU Writing Studio](http://writingstudio.gsu.edu/writingstudioservices/).

**PMAP Career Services and Community Network**
The Department of Public Management and Policy (PMAP) provides career support services to all current PMAP students and alumni. To examine what PMAP offers to its students regarding career development, visit [PMAP Career Services](http://deanofstudents.gsu.edu/student-assistance/embark/). Students are encouraged to arrange an individualized appointment with Colleen Perry, Andrew Young School Director of Career Services, by emailing her at [cperry25@gsu.edu](mailto:cperry25@gsu.edu). Her office is located in room 49B on the Ground Floor of the Andrew Young School.

**Title IX**
Title IX makes it clear that violence and harassment based on sex and gender are Civil Rights offenses subject to the same kinds of accountability and the same kinds of support applied to offenses against other protected categories such as race, national origin, etc. If you or someone you know has been harassed or assaulted, you can find appropriate resources at the Office of Opportunity Development and Diversity Education Planning.

Sexual misconduct may be disclosed confidentially by students at the following locations:

- Georgia State University Counseling and Testing Center, Suite 200, 75 Piedmont Ave., NE, 404-413-1640.
- Georgia State University Student Health Clinic, Suite D, 141 Piedmont Ave., NE, 404-413-1950.
- Georgia State University Student Victim Assistance Services, Suite 239, 75 Piedmont Ave., NE, 404-413-1965.

**Embark Network**
The Embark Network at Georgia State University provides assistance to students experiencing homelessness or the foster care system. This network, run through the Dean of Students Office, connects these students to on and off campus resources for assistance with food insecurity, housing, and other services. More information can be found by calling the Dean of Students office at 404-413-1515 or going to the website: [http://deanofstudents.gsu.edu/student-assistance/embark/](http://deanofstudents.gsu.edu/student-assistance/embark/).

**Course Evaluation**
Your constructive assessment of this course plays an indispensable role in shaping education at GSU. Upon completing the course, please take time to fill out the online course evaluation.

---

1 [http://writingstudio.gsu.edu/writingstudioservices/](http://writingstudio.gsu.edu/writingstudioservices/)
# Course Outline and Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Readings</th>
<th>Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Course Overview and Introduction</td>
<td>Read Syllabus &amp; Chapter 1</td>
<td>Review Syllabus</td>
</tr>
<tr>
<td>2</td>
<td>The Role and Function of Public Administration and Government</td>
<td>Kettl Chapters 1 &amp; 2</td>
<td>Plagiarism Quiz Due</td>
</tr>
<tr>
<td>3</td>
<td>Government Strategies and Growth</td>
<td>Kettl Chapters 2 &amp; 3</td>
<td>Review Chapters 1-3</td>
</tr>
<tr>
<td>4</td>
<td>Non-Governmental Agencies in Government</td>
<td>Kettl Chapter 3</td>
<td>DISCUSSION PAPER 1 DUE 11:59PM, SEPTEMBER 12, 2018</td>
</tr>
<tr>
<td>5</td>
<td>Organization Theory</td>
<td>Kettl Chapter 4</td>
<td>Student-Led Class Session</td>
</tr>
<tr>
<td>6</td>
<td>The Interface of Structure and Process in Government</td>
<td>Kettl Chapters 5 and 6</td>
<td>GROUP RESEARCH PROPOSAL DUE 11:59PM, SEPTEMBER 26, 2018</td>
</tr>
<tr>
<td>7</td>
<td>MIDTERM EXAM</td>
<td></td>
<td>STUDY Chapters 1-6</td>
</tr>
<tr>
<td></td>
<td>WEDNESDAY, OCTOBER 3, 2018</td>
<td></td>
<td>WEDNESDAY, OCTOBER 3, 2018</td>
</tr>
<tr>
<td>8</td>
<td>Structural and Administrative Reform</td>
<td>Kettl Chapter 7</td>
<td>Last day to withdraw from full semester classes, October 9, 2018</td>
</tr>
<tr>
<td>9</td>
<td>The Civil Service-Practitioners of Public Administration</td>
<td>Kettl Chapter 8 &amp; 9</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Building Capacity through Motivation and Ownership Building</td>
<td>Kettl Chapter 8 &amp; 9</td>
<td>Student-Led Class Session</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>RESEARCH PAPER DUE 11:59PM, OCTOBER 24, 2018</td>
</tr>
<tr>
<td>11</td>
<td>Effective Decision-Making in Government</td>
<td>Kettl Chapter 10</td>
<td>Review Chapters 7-10</td>
</tr>
<tr>
<td>12</td>
<td>Budgeting and Policy Implementation</td>
<td>Kettl Chapters 11 &amp; 12</td>
<td>Student-Led Class Session</td>
</tr>
<tr>
<td>13</td>
<td>Government Regulation and Administration Oversight</td>
<td>Kettl Chapters 13 &amp; 14</td>
<td>DISCUSSION PAPER 2 DUE 11:59PM, NOVEMBER 14, 2018</td>
</tr>
<tr>
<td>14</td>
<td>THANKSGIVING BREAK—NO CLASS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Catch up and Review Session</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>FINAL EXAM</td>
<td></td>
<td>Final Exam</td>
</tr>
<tr>
<td></td>
<td>WEDNESDAY, DECEMBER 5, 2018, 1:30pm-4:30pm</td>
<td>In-Class Essay Due</td>
<td></td>
</tr>
</tbody>
</table>

---

2 The syllabus serves as a general plan for the course that may be revised, corrected, or require deviation. Students will be alerted of any changes to the syllabus.