PMAP 8111, Section 006
This course aims to empower you with the knowledge and skills to develop effective leadership level strategies and solutions for problems in public services. We will begin with an overview of the American democracy and Constitution. We will explore topics such as organizational behavior, human resource management, public policy analysis, and ethics. You will have an opportunity to develop a range of practical skills and explore your personal perspectives and experiences regarding public service and democracy.

Your Course Goal & Objectives
The goal of this course is for you to develop effective leadership level strategies and solutions for problems in public service by:

- Tracing the historical context of democracy and public administration in the U.S.
- Analyzing organizational behavior and its implication for public service
- Developing strategies for assessing organizations and enhancing outcomes
- Crafting a policy memo regarding an ethical issue and developing appropriate recommendations to prevent/decrease the likelihood of recurrence

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Office Hrs: Wednesdays, 1:00 – 4:00 and by appointment

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Andrew Young School of Policy Studies, Rm. 351
14 Marietta Street
Atlanta, GA 30303
**Method of Instruction**
This is a *blended* course (combines face-to-face and web-based learning activities) that seeks to develop your skills in analytical and critical thinking through various types of communication delivery (oral and written, individual and group). Accordingly, the format of the course emphasizes a facilitative learning approach (student-led discussions) with instructor-led lectures, guest lectures, group presentations and written assignments.

**Performance & Evaluation**
Here is an overview of assignments and final grade percentages:

- **Discussion** *(Web-Based Question)*: 10%
- **Quizzes** *(In-Class)*: 20%
- **Midterm Exam** *(In-Class)*: 20%
- **Case Study** *(Memo & SWOT Analysis)*: 25%
- **Policy Memo: Analysis of a False Confession** *(Final Paper)*: 25%
Grading Scale

<table>
<thead>
<tr>
<th>Final course letter grade</th>
<th>Associated values</th>
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<tbody>
<tr>
<td>A+</td>
<td>97 - 100</td>
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<tr>
<td>A</td>
<td>93 - 96</td>
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<tr>
<td>A-</td>
<td>90 - 92</td>
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<tr>
<td>B+</td>
<td>87 - 89</td>
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<tr>
<td>B</td>
<td>83 - 86</td>
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<tr>
<td>B-</td>
<td>80 - 82</td>
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<tr>
<td>C+</td>
<td>77 - 79</td>
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<td>C</td>
<td>73 - 76</td>
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<tr>
<td>C-</td>
<td>70 - 72</td>
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<tr>
<td>D</td>
<td>60 - 69</td>
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<tr>
<td>F</td>
<td>59 &amp; below</td>
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Required Textbooks


Course Schedule & Assignments

<table>
<thead>
<tr>
<th>Duration</th>
<th>Module &amp; Topic</th>
<th>Assignments</th>
<th>Date</th>
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<tbody>
<tr>
<td>4 wks.</td>
<td><strong>Module 1 - Democracy &amp; Public Administration</strong></td>
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<td></td>
<td><strong>Section 1.1 Public Administration &amp; Democracy</strong></td>
<td>Read&lt;br&gt;- *The Study of Administration by Woodrow Wilson&lt;br&gt;- <a href="#">View</a>&lt;br&gt;- The Path to the Constitution (PowerPoint)&lt;br&gt;- Review&lt;br&gt;- The Constitution&lt;br&gt;- Bill of Rights</td>
<td>8/21/18</td>
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<td></td>
<td><strong>Section 1.2 Bureaucracy</strong></td>
<td>Read&lt;br&gt;- *Bureaucracy by Max Weber&lt;br&gt;- *Street-Level Bureaucracy by Michael Lipsky</td>
<td>8/28/18</td>
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<td></td>
<td><strong>Section 1.3</strong></td>
<td><a href="#">WEB-BASED</a>&lt;br&gt;- Assignment&lt;br&gt;- Post &amp; Respond</td>
<td>Post</td>
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<tr>
<td>Duration</td>
<td>Module &amp; Topic</td>
<td>Assignments</td>
<td>Date</td>
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|          | Discussion & SWOT Analysis                         | ▪ Discussion Question. Street-Level Bureaucracy View  
▪ Constructing SWOT Analyses (PowerPoint)  
▪ Select agency for SWOT                                                                 | Respond 9/7/18 |
|          | Section 1.4 Intergovernmental Relations & Public/Private Management | Read  
▪ Intergovernmental Relations by Deil S. Wright  
▪ Public and Private Management by Graham T. Allison | 9/11/18       |
| 4 wks.   | Module 2 – Organizational Behavior and Human Resource Management | Quiz 1  
View  
▪ Introduction to Organizational Behavior (PowerPoint)  
▪ The Organizational Cultural Perspective by J. Steven Ott | 9/18/18       |
|          | Section 2.1 Organizational Behavior                 | Read  
▪ A Theory of Human Motivation by Abraham Maslow  
▪ The Motivational Bases of Public Services by James L. Perry & Lois R. Wise  
View  
▪ Human Resource Management (PowerPoint) | 9/25/18       |
|          | Section 2.2 Human Resource Management               | Read  
▪ Representative Bureaucracy by Samuel Krislov  
▪ From Affirmative Action to Affirming Diversity by R. Roosevelt Thomas, Jr.  
View  
▪ Background on Diversity (PowerPoint) | 10/2/18       |
|          | 2.3 Representative Bureaucracy & Diversity          |                                                                                                  |               |
|          | Midterm Exam – In Class                             |                                                                                                  | 10/9/18       |
| 3 wks.   | Module 3 – Public Policy, Analysis & Implementation | Sect. 3.1 Public Policy & Analysis  
▪ Policy Analysts: A New Role in Government Services by Yehezkel Dror | 10/16/18      |
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<th>Date</th>
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<tr>
<td></td>
<td>*Agendas, Alternatives, and Public Policies by John W. Kingdon</td>
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<tr>
<td>Sec. 3.2</td>
<td>Public Policy Implementation</td>
<td>Read *The Implementation Game by Eugene Bardarch</td>
<td>10/23/18</td>
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<tr>
<td>Sec. 3.3</td>
<td>Case Study Due</td>
<td>WEB-BASED *Case Study: Memo &amp; SWOT Analysis Due</td>
<td>10/30/18</td>
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<tr>
<td>4 wks.</td>
<td>Module 4 Public Service Ethics</td>
<td>Quiz 2 *Understanding Ethical Decision Making **Administrative Responsibility: The Key to Administrative Ethics</td>
<td>11/6/18</td>
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<td>4.1 Administrative Ethics</td>
<td>Read **Conflicts of Responsibility: The Ethical Dilemma **Maintaining Responsible Conduct in Public Organizations</td>
<td>11/11/18</td>
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<td>4.2 Ethical Conduct</td>
<td>Watch Analyzing Ethical Issues (PowerPoint)</td>
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<td>THANKSGIVING HOLIDAY</td>
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<td>11/20/18</td>
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<td>4.3 Normalizing Ethical Behavior</td>
<td>Quiz 3 **Integrating Ethics with Organizational Norms &amp; Structures</td>
<td>11/27/18</td>
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<td>4.4 Final Paper</td>
<td>Policy Memo Due Watch PBS Frontline, “The Confessions”</td>
<td>12/9/18</td>
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Notes re: Readings

Late Assignments
Assignments submitted after the due date will incur a 1 point penalty each day that it is late. If you have extenuating circumstances that may lead to your missing the due date or a scheduled quiz or exam, please let me know prior to the date.

Support Statements
Inclusivity Statement
We understand that students in our program represent a variety of backgrounds and perspectives. AYSPPS is committed to providing a learning environment that respects diversity. To build this community we ask all members to:
- Be open to the views of others
- Honor the uniqueness of their colleagues
- Appreciate the opportunity that we have to learn from each other in this community
- Value each other’s opinions and communicate in a respectful manner

Students with Disabilities
If you need accommodation for a disability you may do so by registering with the Georgia State University Office of Disability Services either by coming in-person or online. You will be accommodated upon issuance by the Office of Disability Services of a signed Accommodation Plan, and then you are responsible for emailing the copy of that plan to me and faculty of all the classes in which you need accommodations. To register for accommodations please follow this link disability.gsu.edu/services/how-to-register.

For more information, contact the GSU Office of Disability Services
Phone: (404) 413-1560, Email: dismail@gsu.edu, Website: disability.gsu.edu,
Address: Student Center East, Suite 205, 55 Gilmer Street, Atlanta, GA 30303

Remote Academic Coaching
The Office of Disability Services also offers free remote academic coaching. To learn more go to disability.gsu.edu/services or watch a Coaching Video

Veterans & Serving Military
Georgia State honors its military and veteran men and women returning to pursue their education. Students who are veterans, serving in the military, their dependents, and the survivors of serving military are encouraged to avail themselves of a full range of college services and activities through the Military Outreach Center (MOC).
For assistance or guidance while attending GSU on campus or online, contact the Atlanta Campus Military Student Advocate, David Garcia, at 404-413-2331. Also, please be sure and let me know ASAP if or when there is any possibility of you being activated and deployed. Thank You for Your Service!

For more information contact the GSU Military Outreach Center
Phone: (404) 413-233, Email: dgarcia9@gsu.edu, Website: veterans.gsu.edu
Address: Sparks Hall, Room 234, Gilmer St SE Suite 200, Atlanta, GA 30303

Policies
Academic Integrity
In the event of academic dishonesty, policies stated in the GSU Graduate Catalog will be followed. Cheating includes presenting another’s work as your own, presenting previous work as work done in this semester, copying the work of another, etc. If you have any questions about whether an activity is cheating, refer to the graduate catalog or see the instructor.

The instructor will determine the sanction for dishonest behavior. Academic Dishonesty may result in an F for the course and may result in suspension or expulsion from the College.

Online Course Evaluations
Your constructive assessment of this course plays an indispensable role in shaping improvements of all courses within this program and your educational experiences at Georgia State. Please take time to fill out the online course evaluations. We appreciate honest, open and constructive feedback.

AYS Career Services & Alumni Office
The Andrew Young School provides career support and leadership development services to all current AYS students and alumni. If you are interested in career building activities and are in the Atlanta area go to career.aysps.gsu.edu or if you are out of the area, please contact the office to schedule a phone or online consultation with the Career Services department.