

MPA COURSE SYLLABUS
**PA570D: SPECIAL TOPICS IN PUBLIC
PERSONNEL ADMINISTRATION
–ORGANIZATIONS–**

Student Handbook:
<http://www.uog.edu/sites/default/files/UOG%20Student%20Handbook.pdf>

*We are the regional center for education, development and research in business and government.
Our core values promote ethical and socially responsible leadership throughout the Western Pacific.*

~ SBPA Mission Statement ~

Dr. Instructor, ^{PhD.}

Class Time: DATE TIME
Location: SBPA – Rm
Office: SBPA – Rm
Office Hrs: TBA
SBPA: (671) 735-2501
Email: email@email.com

1. The UNIVERSITY OF GUAM'S MPA Mission Statement:

The mission of the University of Guam MPA program is to inspire authentic public servants through leadership that enlightens its learners to discover what it truly means to be of public service. This is fundamental to the institution's mission of Ina. Diskubre. Setbe. To enlighten. To discover. To serve.

This professional degree program provides graduate students with a high caliber educational experience that prepares its aspirants to be leaders, managers, and analysts in public affairs, public administration, and public policy careers at the territorial, regional, federal, and international levels. The curriculum offers valuable opportunities for individuals to embrace diversity and practice citizenship; enhance and improve essential leadership/managerial skills; research seminal concepts and theories of public administration, public affairs, and public policy; and explore contemporary techniques regarding the formulation, analysis, and implementation of policies, programs, and best practices in organization and society. This mission is accomplished by educating and training professional leaders that are citizenship-oriented, accountable, ethically conscious and whose focus is a sincere commitment to make a difference through public service.

2. CATALOG Course Description:

This course explores: The governmental process in the formulation of policy in relation to the private enterprise sector; The framework and organization of administrative agencies in the regulation and supervision of private industry; and the nature of the "public interest" and the interrelationship of interests affecting governmental policy toward business enterprise. This is a 3 Credit Hour Course.

3. Course Learning, Program Learning, and UOG Learning Outcomes:

Course Learning Outcomes (CLO)	MPA Core Competencies (PLO)	UOG Institutional Graduate Learning Outcomes (IGLO)
<i>Upon successful completion of this course students will demonstrate:</i>		
	Competency 1: Demonstrate an advanced understanding of leading and managing in public governance;	IGLO 1: Demonstrate mastery of critical skills, theories, methodologies, and other content knowledge at a level that will

This syllabus may be subject to change.

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<i>Upon successful completion of this course students will demonstrate:</i>		
<p>Understand and explore ethical, professional, and socially responsible behavior as it relates to leadership and the ethics of leadership. Further, to create an appreciation and foundation for cultural diversity, with relation organizational success, all the while maintaining high ethical standards.</p> <hr/> <p><i>This is assessed through the Class Discussions, Assignments, Presentations, Mentor Journal and Final Project/Paper.</i></p>	<p>Competency 2: Demonstrate an ability to relevantly apply a real world understanding, participate in, and contribute to the policy process;</p> <p>Competency 3: Demonstrate a practical competency to analyze, synthesize, think critically, quantitatively/qualitatively reason, solve problems and make decisions;</p> <p>Competency 4: Demonstrate an advanced proficiency to articulate and apply a public service perspective grounded in professional, ethical and socially responsible behavior;</p> <p>Competency 5: Demonstrate a dynamic ability to be innovative, to communicate, and interact productively with a diverse and changing workforce and citizenry;</p> <p>Competency 6: Demonstrate an advanced proficiency in utilizing technology toward the betterment and advancement of the profession; and</p> <p>Competency 7: Demonstrate a comprehensive mindset that fosters an advanced understanding and appreciation of territorial, regional, federal, and international environments, with consideration of indigenous and global impact perspectives, and their relation to Public Administration.</p>	<p>enable them to address fundamental questions in their primary area of study;</p> <p>IGLO 2: Plan, conduct, and complete a significant research or creative project;</p> <p>IGLO 3: Exercise oral and written communication skills sufficient to publish and present work in their field;</p> <p>IGLO 4: Adhere to the ethical principles of academia and their respective disciplines in coursework, fieldwork, and other appropriate situations; and</p> <p>IGLO 5: Exemplify, through service, the value of their discipline to the academy and the community at large, interacting productively and professionally with people from diverse backgrounds.</p>
<p>Identify current, relevant, and impactful local, regional, and global issue(s), as it relates to the major roles, responsibilities and activities of leadership and ethics in public and private organizations.</p> <hr/> <p><i>This is assessed through the Class Discussions, Assignments, Presentations, Mentor Journal and Final Project/Paper.</i></p>	<p>Competency 1: Demonstrate an advanced understanding of leading and managing in public governance;</p> <p>Competency 2: Demonstrate an ability to relevantly apply a real world understanding, participate in, and contribute to the policy process;</p> <p>Competency 3: Demonstrate a practical competency to analyze, synthesize, think critically, quantitatively/qualitatively reason, solve problems and make decisions;</p> <p>Competency 4: Demonstrate an advanced proficiency to articulate and apply a public service perspective grounded in professional, ethical and socially responsible behavior;</p> <p>Competency 5: Demonstrate a dynamic ability to be innovative, to communicate, and interact productively with a diverse and changing workforce and citizenry;</p> <p>Competency 6: Demonstrate an advanced proficiency in utilizing technology toward the betterment and advancement of the profession; and</p> <p>Competency 7: Demonstrate a comprehensive mindset that fosters an advanced understanding and appreciation of territorial, regional, federal, and international environments, with consideration of indigenous and global impact perspectives, and their relation to Public Administration.</p>	<p>IGLO 1: Demonstrate mastery of critical skills, theories, methodologies, and other content knowledge at a level that will enable them to address fundamental questions in their primary area of study;</p> <p>IGLO 2: Plan, conduct, and complete a significant research or creative project;</p> <p>IGLO 3: Exercise oral and written communication skills sufficient to publish and present work in their field;</p> <p>IGLO 4: Adhere to the ethical principles of academia and their respective disciplines in coursework, fieldwork, and other appropriate situations; and</p> <p>IGLO 5: Exemplify, through service, the value of their discipline to the academy and the community at large, interacting productively and professionally with people from diverse backgrounds.</p>
<p>Synthesize, evaluate and integrate theoretical/analytical frameworks as it relates toward contemporary issues regarding the identification and</p>	<p>Competency 1: Demonstrate an advanced understanding of leading and managing in public governance;</p> <p>Competency 2: Demonstrate an ability to relevantly apply a real world understanding, participate in, and contribute to the policy process;</p> <p>Competency 3: Demonstrate a practical competency to analyze, synthesize, think critically, quantitatively/qualitatively reason, solve problems and make decisions;</p> <p>Competency 4: Demonstrate an advanced proficiency to articulate and apply a public service perspective</p>	<p>IGLO 1: Demonstrate mastery of critical skills, theories, methodologies, and other content knowledge at a level that will enable them to address fundamental questions in their primary area of study;</p> <p>IGLO 2: Plan, conduct, and complete a significant research or creative project;</p> <p>IGLO 3: Exercise oral and written communication skills sufficient to publish and present work in their field;</p> <p>IGLO 4: Adhere to the ethical principles of academia and their respective</p>

Course Learning Outcomes (CLO)	MPA Core Competencies (PLO)	UOG Institutional Graduate Learning Outcomes (IGLO)
<i>Upon successful completion of this course students will demonstrate:</i>		
<p>resolution of commonly occurring problems in ethical leadership.</p> <hr/> <p><i>This is assessed through the Class Discussions, Assignments, Presentations, Mentor Journal and Final Project/Paper.</i></p>	<p>grounded in professional, ethical and socially responsible behavior;</p> <p>Competency 5: Demonstrate a dynamic ability to be innovative, to communicate, and interact productively with a diverse and changing workforce and citizenry;</p> <p>Competency 6: Demonstrate an advanced proficiency in utilizing technology toward the betterment and advancement of the profession; and</p> <p>Competency 7: Demonstrate a comprehensive mindset that fosters an advanced understanding and appreciation of territorial, regional, federal, and international environments, with consideration of indigenous and global impact perspectives, and their relation to Public Administration.</p>	<p>disciplines in coursework, fieldwork, and other appropriate situations; and</p> <p>IGLO 5: Exemplify, through service, the value of their discipline to the academy and the community at large, interacting productively and professionally with people from diverse backgrounds.</p>

4. The University of Guam’s MPA Public Service Values

The following public service values are fundamental ideals and principles of the MPA program that are shared by its faculty, students, and stakeholders alike. The program’s mission, governance, and curriculum are structured to uphold the following public service values, which distinguishes this program from other degree programs:

Public Service Value 1: Professionals Committed to Accountability, Transparency, and Ethics

Our mission will be met by competent professionals, committed to pursuing the public interest with accountability, transparency, and the highest standard of ethical consideration.

Public Service Value 2: Public Servants Worthy of Public Trust

As Public Servants, with every thought, word, and deed, we must strive every day, and at every instance, to prove ourselves worthy of the public’s trust. We must be humble and consider ourselves privileged to be charged with the welfare of others.

Public Service Value 3: Keepers of Respect, Equity, and Fairness Rooted in the Principles of Democracy

The Principles of Democracy must be at the heart of everything we do. We must also always strive to demonstrate respect, equity, and fairness in dealing with all people and fellow public servants. Further, it should be our pledge to be guided by Constitutional principles of the United States, the Organic Act of Guam, and be exemplars of law-abiding citizens in our respective roles within public service.

5. REQUIRED TEXT and other Course Materials:

- a) **Required text:** Schneider, Ann L., and Helen M. Ingram. 1997. Policy Design for Democracy. Lawrence: University of Kansas Press
- b) **Optional Resources:**
 - Selected readings and research materials.
 - Other sources as required

6. ADA Accommodation:

If you are a student with a disability who will require an accommodation(s) to participate, please contact me privately to discuss your specific needs. You will need to provide documentation concerning your need for accommodation(s) from the UOG’s EEO/ADA Office. The EEO/ADA Office may be contacted at 735-2244/2971/2243 to coordinate your accommodation request.

7. TECHNOLOGY Policy:

Our graduate program is committed to innovative and effective utilization of technology in the classroom. While we strive to keep up with the dynamic evolution of delivery modes, and their learning applications, it is our shared responsibility to protect the integrity of your education. Therefore, the presence and use technology in the classroom is intended to enhance the total learning experience, both student and instructor. It is the responsibility of the course instructor to decide when, if, and what type of technology is to be used during class. At any time, and at the sole discretion of the instructor, any use of technology that degrades the learning environment, promotes dishonesty or is used for illegal activities may be prohibited. As a word of caution, institutional, program, and civil penalties, relative to the infraction, may be applied.

Audio/Visual recording of the class or course lecture is at the sole discretion of the instructor and is prohibited unless expressed permission is given by the course instructor.

8. FATAL ERROR Policy:

Effective Communication - If any submitted writing assignment has more than 3 obvious grammatical citation errors, the instructor will return the assignment to the student to make the appropriate corrections; otherwise, the assignment will not be graded. Returned assignments are subject to late penalties at the discretion of the professor. Should written communication be a noticeable issue the professor reserves the right to: 1) mandate that the student seek concurrent help with their writing through the writing center as a condition of continual enrollment in the course; or 2) recommend the student to drop the course, seek assistance with the writing center, and enroll in the said course at a later date when proficiency can be demonstrated.

9. Tobacco-free/Smoke-free/Vaping-free campus:

UOG is a tobacco-free/smoke-free, vaping/e-cigarette-free campus. Thank you for not using tobacco products or e-cigarettes on campus, for helping to fight cancer, and for helping to make UOG a healthy learning environment.

10. ACADEMIC and PROFESSIONAL Integrity (Plagiarism and Collusion):

Plagiarism is the use of another person's work without acknowledgement or citation. Forms of plagiarism may include the intentional or unintentional reproduction of the work of others (this includes the work of peers – other students), published or unpublished, either verbatim or in close paraphrase without credit to the author or creator. The work of others includes material such as those downloaded from the internet, essays, reports, presentations, projects, discussions from seminars, ideas, text and diagrams from lecture handouts, theses, and dissertations.

Collusion is a form of plagiarism; it involves the unauthorized cooperation between two people or more, with the intent to deceive. Examples of collusion include the conspiring of two or more students to produce a piece of work together with the intention of passing it off as his or her own work; the submission of the work of another student, which may involve the former student willingly giving the work and where it is evident to the student giving the work that the other student would submit it as his or her own; cooperation between a student and another person in the preparation and production of work which is presented as the student's own and not authorized by the professor; the submission of work as the student's own, where the student has purchased or solicited another individual or source to produce the work on the student's behalf.

In line with our school's program intent toward developing ethical professionals, students must adhere to honesty and give credit by properly citing references to published works, secondary data, etc., on course assignments or deliverables. It is highly recommended that students use the APA Manual as a reference for citations and report formatting. APA is the official writing style of the program. Absolutely no credit/points will be granted for works where cheating, plagiarism and collusion are observed. Such incidences will result in automatic failure of the course and recommended expulsion from the university.

11. Originality Reports/Plagiarism Checkers

Students may be required to submit their papers through a plagiarism detection service. Be mindful, however, that different services do not all produce the same results uniformly. As a rule of thumb we insist that your indexes (percentages of similarity) be less than 10%. This is, of course, exclusive of the bibliography. Be mindful also that while 10% is a benchmark, 10% of matching text in a continuous block could constitute plagiarism. We will always err on the side of academic integrity.

12. BASIC COURSE Requirements (Subject to announced changes)

ATTENDANCE/A ACTIVE PARTICIPATION	20%
ASSIGNMENTS	30%
IN CLASS PRESENTATIONS	20%
FINAL RESEARCH PAPER/PROJECT	30%
T O T A L:	100%

13. GRADING Scale

Percent	Grade
*	A+
95+	A
90-94	A-
87-89	B+
84-86	B
80-83	B-

Percent	Grade
75-79	C+
70-74	C
UW Unofficial Withdrawal <i>(refer to the graduate bulletin on Withdrawal Policies and Procedures)</i>	

* An A+ is an “Outstanding Designation” and is a “qualitative” grade difference from an A. Both grades carry the same quantitative points. This designation is given at the sole discretion of the instructor for such a performance. Note that this designation may not be used at all.

14. FINAL Research Paper/Project

Your final written report will focus on four main components. This project will require you to develop a framework for the objective evaluation of leadership styles. You will then use this framework to engage in an historical analysis of leadership. You will also apply that same analysis to yourself and your own leadership style. Through these analyses, you will develop the perspectives necessary to complete the final component of your project - your vision of effective leadership.

I. ASSIGNMENTS*

Part A:

1. Student note preparation

Students will be grouped according to unit readings to prepare for you assigned topic. Your notes will be used to prepare us for class discussion in a point-counterpoint format. Notes must be posted in Moodle 24 hours before Tuesday class meetings. The discussion topic and note guidance will be distributed and also posted on Moodle. Students are responsible for all the readings not merely the topics to which they have been assigned.

2. Critical Papers

There will be three (3) short papers due during the first three-quarters of the term (six to ten pages of organized text, double-spaced, with a font size of 12). Detailed instructions and expectations for the papers will be distributed at the beginning of each unit.

Part B: Application

3. Case Study Memo

Students will write an individual case study memo for their final paper due at the end of the term (ten to 15 pages of organized text, double-spaced, with a font size of 12). Students will select a local topic and tie in how the a law or policy has impacted the delivery of services.

4. Public Servant Talks

Students will design and execute a Public Servant Talks that apply to one chosen theory in the first portion of this course. At the end of the project each student will write a critical paper assessing the application of the chosen theory.

Deadlines for the short papers and final case study memo: 9/27/16 Unit 1 Paper; 10/25/16 Unit 2 Paper; and 11/8/16 Unit 3 Paper; 12/6/16 Case Study Memo

II. MEETINGS

To prepare for our class meetings each of you have been grouped into particular sections of the readings to present a count and counterpoint discussion. Students must come prepared to engage in the readings and discussions. Students are responsible for all readings and not merely to your assigned topic. Please notes under I.2 above.

III. UNITS/SCHEDULE

There are two parts to this course. The first part engages the student to enter debates on the substance and process of public policy making. Students will read the scholarly debates in each unit and engage in critical assessment through critical papers. The second part of this class requires a special project where students will choose one or two theories in the first part of the semester and create a Civil Servant Talks project. The format for this course allows for theory and application

<i>Week 1-Introduction</i>		
	<i>Details</i>	<i>Due</i>
	<ul style="list-style-type: none"> • Introduction and discussion of course syllabus, assignments, and critical papers (short papers) 	
	<ul style="list-style-type: none"> • Viewing: Requiem of an American Dream and Class Discussion 	

<i>Week 2</i>		
	<i>Details</i>	<i>Due</i>
Reading and Preparation for Class Discussion	<ul style="list-style-type: none"> • Unit 1 : Debates on Theories of Democracy 	
Required Readings	<ul style="list-style-type: none"> • Beetham, David. 1992. "Liberal Democracy and the Limits of Democratization." Political Studies, XL, Special Issue: 40-53. 	

<i>Week 3</i>		
	<i>Details</i>	<i>Due</i>
Required Readings	<ul style="list-style-type: none"> • Brown, Wendy. 2006. "American Nightmare: Neoliberalism, Neoconservatism, and De-Democratization." Political Theory, 34: 690-714. 	

<i>Week 4</i>		
	<i>Details</i>	<i>Due</i>
Required Readings	<ul style="list-style-type: none"> • Dryzek, John S. 1996. "Political Inclusion and the Dynamics of Democratization." American Political Science Review, 90: 475-487. 	

<i>Week 5</i>		
	<i>Details</i>	<i>Due</i>
Required Readings	<ul style="list-style-type: none"> • Miller, David. 1992. "Deliberative Democracy and Social Choice." <i>Political Studies</i>, XL, Special Issue: 54-67. 	

<i>Week 6</i>		
	<i>Details</i>	<i>Due</i>
Required Readings	<ul style="list-style-type: none"> • Young, Iris Marion. 2001. "Activist Challenges to Deliberative Democracy." <i>Political Theory</i>. 29: 670-690. 	

<i>Week 7</i>		
	<i>Details</i>	<i>Due</i>
Required Readings	<ul style="list-style-type: none"> • Unit 2 : Scholarly Debates on a Pluralist View of Public Policy 	
	<ul style="list-style-type: none"> • Bachrach, Peter, and Morton S. Baratz. 1962. "Two Faces of Power." <i>American Political Science Review</i>, 56: 974-952. 	

<i>Week 8</i>		
	<i>Details</i>	<i>Due</i>
Required Readings	<ul style="list-style-type: none"> • 1963. "Decisions and Nondecisions: An Analytical Framework." <i>American Political Science Review</i>, 57: 632-642. 	

<i>Week 9</i>		
	<i>Details</i>	<i>Due</i>
Required Readings	<ul style="list-style-type: none"> • Lowi, Theodore. 1967. "The Public Philosophy: Interest Group Liberalism." <i>The American Political Science Review</i>, 61: 5-24. 	

<i>Week 10</i>		
	<i>Details</i>	<i>Due</i>

Required Readings	<ul style="list-style-type: none"> • Manley, John. 1983. "Neopluralism: A Class Analysis of Pluralism I and Pluralism II." American Political Science Review, 77: 368-383. 	

<i>Week 11</i>		
	<i>Details</i>	<i>Due</i>
Required Readings	<ul style="list-style-type: none"> • Schneider, Anne L., and Helen M. Ingram. 1997. Chapter 2, "A Pluralist View of Public Policy" in Policy Design for Democracy. Lawrence: University Press of Kansas. 	

<i>Week 12</i>		
	<i>Details</i>	<i>Due</i>
Required Readings	<ul style="list-style-type: none"> • Unit 3 : A Constructionist Policy Design Approach 	
	<ul style="list-style-type: none"> • Schneider, Anne L., and Helen M. Ingram. 1997. Policy Design for Democracy. Lawrence: University Press of Kansas. • Chapter 1: Policy Design and Democracy 	

<i>Week 13</i>		
	<i>Details</i>	<i>Due</i>
Required Readings	<ul style="list-style-type: none"> • Schneider, Anne L., and Helen M. Ingram. 1997. Policy Design for Democracy. Lawrence: University Press of Kansas. • Chapter 4: Foundations, Elements, and Consequences of Design 	

<i>Week 14</i>		
	<i>Details</i>	<i>Due</i>
Required Readings	<ul style="list-style-type: none"> • Schneider, Anne L., and Helen M. Ingram. 1997. Policy Design for Democracy. Lawrence: University Press of Kansas. • Chapter 5: Social Construction of Target Populations: Degenerative Policy Designs 	

<i>Week 15</i>		
	<i>Details</i>	<i>Due</i>

	<ul style="list-style-type: none"> • Schneider, Anne L., and Helen M. Ingram. 1997. Policy Design for Democracy. Lawrence: University Press of Kansas. • Chapter 6: Social Constructions of Knowledge: Scientific and Professional Policy Designs 	
	<ul style="list-style-type: none"> • Chapter 7: Conclusions 	

<i>Week 16</i>		
	<i>Details</i>	<i>Due</i>
	<ul style="list-style-type: none"> • Special Project Application and Developing a Civil Servant Talks 	
	<ul style="list-style-type: none"> • The Civil Servant Talks is a project that ties a particular contemporary policy/public administration to the innovation and creativity of public servants. Information and details will be distributed in class and listed on Moodle. The framework for the project is divided into two parts. 	

<i>Week 17</i>		
	<i>Details</i>	<i>Due</i>
	<ul style="list-style-type: none"> • Part 1: Students will develop project tied to theories of participatory democracy. Using the theories of participation students will link this topic to how a particular public policy (law) is executed and delivered. The idea is to link show how a law impacts the delivery of public services and/or goods. Choose a public administration topic that illustrates how public policy impacts. 	

<i>Week 18</i>		
	<i>Details</i>	<i>Due</i>
	<ul style="list-style-type: none"> • Part 2: Students will select four innovative public servants to interview in a Ted Talks style. The theme will be crafted from Part 1 above. 	