

Course: EMPA 300
Theory, Ethics and Practice in Public Service



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First Day of Class: August 30, 2009

Last Day of Class: October 24, 2009

1. Course Description

EMPA 300 introduces you to key thinkers in public administration, examines broad outlines of public service processes, boundaries of the field and its overlaps with political science, international studies and political economy. Students should develop understanding, awareness and appreciation for the classical and contemporary emergence of both the art and science of public administration.

2. Course Objectives

Students will gain knowledge that will help them:

- Analyze the process and practice of public administration.
- Compare and categorize executive, legislative and judicial roles at the federal, state and municipal levels of government.
- Evaluate the variety of scholarly perspectives among theorists in the disciplines of political science, management principles, social factors, profit and nonprofit organizations and global impact. Some noted contributors, not all inclusive, were: James Madison, Alexander Hamilton, Woodrow Wilson, Frederick Taylor, Henri Fayol, Max Weber, Mary Parker Follett, Abraham Maslow, Douglas McGregor, Aaron Wildavsky, Anthony Downs, and, David Osborne and Ted Gaebler.
- Analyze and apply the concepts of Human Resources Management and public personnel systems.
- Analyze and make recommendations for budgeting in the public sector.

By the conclusion of the course students will be able to:

- Interpret the major themes that have guided and impacted federal, state and local policy- making throughout the 20th century and into the 21st century.
- Examine the role ethics play in public administrators performing their assigned duties and responsibilities.
- Analyze and evaluate personnel, interpersonal, leadership and group dynamics skills in public management.
- Demonstrate social responsibility and promote social justice, ethics, and accountability by an increased awareness of the roles of public issue stakeholders, particularly government (public sector), business (private sector), and civil society (people sector) in discrimination, inequality and injustice, and the appropriate interventions available to them to rectify these dysfunctions.

3. Required Materials

Primary Textbook

Robert B. Denhardt and Janet V. Denhardt (2006). *Public Administration: An Action Orientation*. 6th edition. USA: Wadsworth.

Secondary Textbook

Jamil E. Jreisat (1999). *Public Organization Management: The Development of Theory and Process*. USA: Greenwood.

Suggested References

An excellent contemporary tool is Grover Starling's *Managing The Public Sector*, Eighth Edition, 2008, USA, Wadsworth. A second reference is Jay M. Fritz, Albert C. Hyde and Sandra J. Parkes' *Classics of Public Administration*, Fifth Edition, 2004, USA, Thomson and Wadsworth. These references provide a substantial foundation for understanding the development of Public Administration and Policy. These references also add insights into the evolution and competing forces for the identification of Public Administration as either an art or a science.

BookStore:

To purchase course books and materials from eFollett, GGU's official [online bookstore](#), please see the "**Important Info**" section of this course.

University Library



There are several databases available through the Golden Gate University Library for students to conduct research on various topics. Remote (off campus) access to the databases **requires your last name and student ID#** (located on the front of your ID card). Be sure to type in ALL 7 digits,

including the starting 0. Example: 0123456. You may access the library from GGU's homepage at <http://www.ggu.edu>.

4. Contacting the Instructor

If you have a question or concern, it is best that you email me first. If I am on travel status out of the country, I may not receive your call or it may be some time before I am able to check my voice messages. I usually check my emails at least twice daily. Therefore, I can usually respond within a 24-hour period.

5. Course Procedure

- a. Each student will be provided written MicroLectures, summaries and appropriate materials to supplement the textbooks. In Weeks 3, 6 and 7, the reading assignments are split between the groups. However, each student is still responsible for mastering the weekly course objectives and reading written handouts the professor provides for all of the chapters to be read for that week.
- b. All reading assignments must be completed no later than midnight Wednesday of each week. The reading assignments are from Denhardt's "Public Administration: An Action Orientation" and Jamil E. Jreisat's "Public Organization Management: The Development of Theory and Practice." The primary textbook readings will be from the Denhardt's. Jreisat's reading assignments will be used to supplement the Denhardt's. If there are additional reading assignments, they will be listed in the weekly assignments with specific completion dates.
- c. By completing the reading assignments no later than midnight Wednesday of each week, students will be able to allot time to prepare responses to the discussion questions with other class members that will be conducted during the regular Saturday class session. Group members can also contact each other prior to the class session and discuss the learning objectives.
- d. Each student will then be required to participate in the weekly discussions and to contribute to completion of your group's assignments.
- e. There is a specific course objective listed for each week. However, given the intertwined nature of the course objectives, more than one course objective may be part of the learning experience for that week.
- f. The assignments for Week 3 include group presentations on ethics in response to cases assigned. One case will be assigned to Groups A and B, and another to Groups C and D. Each presentation will be a minimum of 15 and a maximum of 20 minutes with a maximum of 10 minutes allotted for questions and answers.
- g. Additionally, each student will complete an individual research project and take a proctored final exam.

6. Grading Policy

The grading weight structure for this course is:

Grading Policy

Class Participation
40 %

Short Presentation
5 %

Research Paper
30 %

Final Examination [Proctored]
25 %

Percentage	Equivalent
98 – 100	A+
94 – 97	A
90 – 93	A-
87 – 89	B+
83 – 86	B
80 – 82	B-
77 – 79	C+
73 – 76	C
70 – 72	C-
67 – 69	D+
60 – 66	D
59 & Below	F

Makeup or extra credit opportunities will be made available to students only if there is a substantiated emergency that prevented or interfered with the completion of a course requirement. Late submittal of assignments will not be given full credit. Any assignment submitted more than 15 days late will not be accepted.

Evaluations

You will receive an opportunity to formally evaluate the course and instructor.

7. Instructor Biography

Dr. Willie L. Britt has a Bachelor of Science in Business Administration, Marketing, from Norfolk State University in Norfolk, Virginia. He has a Masters of Arts, Management and Supervision, from Central Michigan University, Mt. Pleasant, Michigan. Dr. Britt received his Doctorate of Public Administration from Golden Gate University.

Dr. Britt has worked in the private sector since 1990. Dr. Britt has served as a Business Manager for a Chiropractic clinic in California since July 1992. He has served concurrently since 1992 as a General Manager for Chiropractic clinics in the Republic of the Philippines, expanding from one to four. He also oversees the sales of sports and orthopedic products in major shopping malls and to other retailers in the Philippines.

Dr. Britt worked in the federal government from 1978 until 1990. He worked as an investigator in the Office for Civil Rights, U.S. Department of Education, formerly Health, Education and Welfare. Additionally, he worked as an investigator in the U.S. Department of Housing and Urban Development. Dr. Britt also worked briefly with the U.S. Treasury Department, Bureau of the Mint. Locally, he worked briefly for the San Francisco Housing Authority.

Additionally, Dr. Britt served on active duty and in the U.S. Army Reserves a combined total of 27 years. His military occupational specialties and assignments included: personnel administration, race relations/equal opportunity, Inspector General, Company Commander, Battalion Executive Officer, Observer/Controller for war games simulations, supply management, and marine terminal operations. He received numerous awards and promotions. Dr. Britt retired from the U.S. Army Reserves in July 2002 as a Lieutenant Colonel.

8. Course Outline

Week Topic, Text Readings, and Discussion Questions

1 Personal Action in Public Organizations

- What Is Public Administration?

- Why Study Public Administration?
- Issues in Public Administration Theory and Practice
- What Do Public Administrators Do?

Read Denhardt, Chapter 1

Read Jreisat, Chapter 1

What is meant by Wilsonian Democracy?

Are the issues of the “Founding Fathers” similar or different from those of current administrators?

What are some of the primary differences between business and public administration?

2 The Political Context of Public Administration

- Administrative Organizations and Executive Leadership
- Relationships With the Legislative Body
- Relationships With the Judiciary

Read Denhardt, Chapter 2

Read Jreisat, Chapter * (* means To Be Announced)

What is meant by a system of “Checks and Balances?”

Who formulates, implements and resolves issues of dispute regarding public policy?

The Interorganizational Context of Public Administration

- The Development of Intergovernmental Relations
- The State and Local Perspectives
- Working with Nongovernmental Organizations
- The Management of Nonprofit Organizations

Read Denhardt, Chapter 3

Read Jreisat, Chapter *

What is “Federalism?”

What are funded and unfunded mandates?

How does management philosophy of nonprofits differ?

3 **The Ethics of Public Service**

Group Presentations – Ethics

- Approaches to Ethical Deliberations
- Issues of Administrative Responsibility
- Ethical Problems for the Individual
- Managing Ethics
- Case Studies (Billie Jackson and John Drake)

Read Denhardt, Chapter 4

Read Jreisat, Chapter *

What should be the role of ethics in public administration?

Designing and Managing Organizations

- Organizing in the Public and Nonprofit Sectors
- Summary and Action Implications

Read Denhardt, Chapter 5

In designing and managing organizations, which is more important, organizational structure or concern for the behavior of individuals in organizations?

Planning, Implementation and Evaluation

- Planning
- Implementation
- Evaluation

Read Denhardt, Chapter 6

Read Jreisat, Chapter *

In planning, implementation, and evaluation, as with budgeting, financial management, and personnel, techniques are only successful when you use them with full regard for democratic values, clear leadership, and human resources management.

4 **Budgeting and Financial Management**

- The Budget as an Instrument of Fiscal Policy
- The Budget as an Instrument of Public Policy
- Summary and Action Implications
- Case Study (City of Austin Budget Case)

Read Denhardt, Chapter 7

Read Jreisat, Chapter *

Are public organizations accountable to elected officials and, ultimately, to the people?

How do you establish budget processes that reflect the organization's priorities, while securing appropriate levels of involvement from all those who will want to affect the budget? Are the organization's priorities the same as the people's?

Budgets and financial management systems are important tools for planning, prioritizing, and operating public programs, as well as important mechanisms for accountability and control.

5 The Management of Human Resources

- Merit System in Public Employment
- State and Local Personnel Systems
- Hiring, Firing and Things In Between
- Sexual Harassment
- Aids Policy
- Workplace Violence
- Correcting Patterns of Discrimination in Public Employment
- Case Study (Police Chief's Wife)

Read Denhardt, Chapter 8

Read Jreisat, Chapter 6

Much of the earliest personnel legislation at the federal level was directed toward ensuring a neutral and competent bureaucracy protected from the potentially corrupting influences of politics. More recent effects have sought greater responsiveness on the part of the bureaucracy to political leadership.

Public managers are more likely to be effective if they are able to develop a good understanding of the technical details of personnel transactions and an effective working relationship with the personnel professionals in your agency.

6 Leadership and Management

Skills in Public Organizations

- Leadership Power
- Bases of Social Power
- Communication
- Principles of Effective Listening
- Speaking
- Writing

Read Denhardt, Chapter 9 and Jreisat, Chapter 8

Skills based in the individual personality management of stress and time, creativity in solving problems, capacity for decision making, and skills in public leadership are played out in social settings, but each skill is deeply rooted in your own identity and character. Because they are so personal, these skills underlie nearly everything you do. Leadership and management determine the best use of each type of power.

Delegation and Motivation

- Delegation
- Motivation
- Individual Decision Making
- Summary and Action Implications

Group Dynamics

- Advantages of Group Decision Making
- Disadvantages of Group Decision Making
- Interpersonal Dynamics in Groups
- Specialized Techniques for Group Decision Making
- Participation in Group Decision Making
- Conflict, Bargaining, and Negotiation

Interpersonal skills, like other skills, can be developed and improved over time. Just as artists or athletes can improve proficiency, so can you improve your skills in communication, delegation, negotiation, and group dynamics. The key to improving your skills in public management, as in other areas, is practice and repetition, accompanied by self-reflection and self-critique.

Your capacity to bring together knowledge, technique, and interactive skills at the moment of action will determine success or failure in most situations.

Read Denhardt, Chapter 9

7 **Administrative Reform and Technology**

NPM, Reinvention, the Management Agenda, and Nonprofit Reform

- The New Public Management
- Reinventing Government
- The Management Agenda
- Nonprofit Management Reform
- The Results of Reform

Information Technology, The Internet, and Management Reform

- Electronic Organizations
- E-Governance

The Human Side of Technological Innovation
Human Resources, Innovation, and Performance

- Management By Objectives
- Quality of Work-Life/Job Enrichment
- Quality Circles and Related Ideas
- Incentive Programs
- Innovation
- Recent Examples of Performance Management

Implementation Issues in Quality and Productivity

Steps to Productivity Improvement

Read Denhardt's, Chapter 10

As a manager, one of the primary technical concerns you will face is improving your organization's productivity. Whereas you may be able to accomplish great gains through technological innovations, the most significant long-term gains will come from a proper emphasis on the human factors in organizational effectiveness. To be judged successful, you will always have to balance your concern for the technical side of your agency's work and your attention to the human side of the organization.

The Future of the Public Service

The Importance of Public Service

Trends in the Public Service

- Economic Changes and Redefining Government
- Globalization
- Technology and the Work Environment
- The Role of Citizens in the Governance Process

The Ethical Challenges Facing the Public Service

Read Denhardt's, Chapter 11

Read Jreisat's "Conclusion," pages 231 - 238

The challenges to the public service are substantial and pose managerial, political, and ethical questions for all who participate in public programs. They will require careful analysis and effective action on part of academics and practitioners in the field of public administration and beyond. Most of all, they are challenges that will require responsibility for our ideas and actions. The frontiers of public service will present quite difficult personal and professional choices.

Course Critique

8 FINAL EXAMINATION