UNIVERSITY OF LA VERNE

Course Outline PADM 470 – Administrative Processes (Online)

Term: Spring 2011

Class Dates: March 21, 2011 to May 29, 2011  Instructor: Mark P. Kling, DPA
Class Times Vary  Phone: 909.820.2555 (Work)
Assignment Posting Sunday’s by 9:00 am  Email: mkling@laverne.edu

Conferences available by appointment either in person, or by phone, however, online is the preferred manner to communicate.

Course Synopsis
Administrative Processes is an experiential course designed to address the problems, processes and solutions for public administration. The course will incorporate human resource management, fiscal administration, planning, and administrative law concepts. In addition, organizational design, emergency management and policy making will be discussed. This course will investigate core elements of administration as well as incorporate some fundamental management skills (i.e. Clear communication in writing, analysis of behavior, managing complexity, leadership and ethics).

Course Goals

The goals of this course are:

1. To provide the student with an understanding of the environment of public administration and inter- and intra-governmental relationships.
2. To provide the student with an understanding of the multiple functions of public administration and the management of major activities and roles of the administrator.
3. To provide an understanding of the mechanics of administration for budgeting, administrative law and human resources.
4. Review of literature in management and leadership.
5. To provide the student with the necessary knowledge of understanding the purpose and to provide an overview of administrative law.
6. To provide the student with an overview of the importance of technology in developing methods of effectively dealing with the fast paced and ever changing world of public administration.
7. To introduce the student to the need for emergency management in the public sector.

Course Outline
The course is structured into four parts, each having an overall significance on the student’s learning expectation.
**Part one** introduces the student to the decision making process, rational decision making, policy implementation and policy evaluation processes. Part one of the course will also provide students with an overview of organizational design and administrative ethics. An emphasis on leadership will be discussed and each student will be required to write a leadership essay.

**Part two** introduces the student to the various issues facing public managers, supervisors and key stakeholders, including communication, process and project management, administrative law and emergency management.

**Part three** introduces the personnel process with an emphasis on the role of a human resource manager. Job analysis, description, employee evaluation, recruitment, succession planning and collective bargaining are discussed.

**Part four** discusses public budgeting. A variety of budgetary tools are discussed as students gain an understanding of the budget process, its function, and necessity. Each student will also write an essay that will encompass the entire course learning material, and culminates with an overview of an attended and observed local city council meeting of the student’s choice. At the conclusion of the course, each student will also complete a multiple choice test consisting of 60 questions.

**Course Activities**
This course will make use of a variety of activities to achieve learning objectives. Students will log on to the University Blackboard system and will be lead through the four sections of this course, via a number of web resources, articles and the required textbook. In addition, students may be required to view course relative videos, reading online lectures as well as participating in course discussion forums and chat.

A **mandatory attendance at a city council meeting of the student’s choice will also be required.**

**Course Written Assignments**
The two written essay assignments will ask each student to respond to a specific topic. The student can use any source available to complete each essay including, but not limited to class readings, videos, or exercises. Additional information and instructions regarding the two essays will be posted in the assignment section

A portion of the student’s grade will be determined by participation in the discussion forums. I can not stress this point enough, it is critical for you to participate with EACH online discussion forum, including answering any follow-up questions from classmates and/or the instructor. PLEASE UNDERSTAND THE PARTICIPATION REQUIREMENT FOR THIS CLASS. You will be asked to acknowledge your understanding of this requirement in the discussion forum section located in Blackboard.
Course Text and Materials – Required
This course requires a variety of reading and viewing material. Required materials are not limited to the course textbook. Throughout the course additional readings, videos, etc. may be indicated.
The required textbook is: The Public Administration Workbook, 6th Edition

Publisher: Pearson Longman, Copyright: 2009

Course Assignments and Assessment Criteria

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<thead>
<tr>
<th>PART ONE</th>
<th>Reading Assignment #1-2</th>
<th>Class Introductions Getting to know each other Review of Syllabus Decision Making / Policy Analysis Rational Decision Making Policy Evaluation Class Discussion #1, and 2</th>
<th>4 points</th>
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<tr>
<td>03-21-11</td>
<td>Reading Assignment #3, 4</td>
<td>Designing Organizations Administrative Ethics Class Discussion #3, 4 Research Leadership Traits</td>
<td>4 points</td>
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<tr>
<td>03-27-11</td>
<td>PART TWO</td>
<td>Reading Assignment #5 and 6</td>
<td>Public Management The Administrative Memo Process Management Techniques for TQM Leadership Discussion Begins Class Discussion #5 and 6 View Leadership Movie</td>
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<tr>
<td>04-03-11</td>
<td>Reading Assignment #7 and 8</td>
<td>Project Management Critical Path Method Contract Management Class Discussion #7, and 8 View Leadership Movie</td>
<td>4 points</td>
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<td>04-10-11</td>
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| Written Essay Assignment 1 | Leadership Essay  
Due No Later Than 04-16-2010  
6:00 PM PST  
Note: Late Submitted Essay Assignment will receive a 20% reduction weekly  
Plan attending a City Council meeting | 20 points |
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<td>View Movie</td>
<td>04-15-11</td>
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| Reading Assignment #9 and 10 | Regulatory Management (Administrative Law)  
Emergency Management  
Class Discussion #9 and 10 | 4 points |
| 04-17-11 | Plan attending a City Council meeting |
| PART THREE | Human Resource Management  
Job Analysis / Job Description  
Performance Evaluation  
Class Discussion #11 and 12 | 4 points |
| Reading Assignment #11 and 12 | 04-24-11 |
| Reading Assignment #13, 14 and 15 | Succession Planning, Recruitment and Selection and Collective Bargaining  
Class Discussion #13, 14 and 15 | 4 points |
| 05-01-11 | Plan attending a City Council meeting |
| PART FOUR | Public Budgeting  
Line-Item Budgeting  
Performance Budgeting  
Class Discussion #16 - 17 | 4 points |
| Reading Assignment #16, 17, 18, 19 | Program Budgeting  
Zero-Base and Outcome-Based Budgeting  
Class Discussion #18 and 19  
Attend a City Council meeting |
| 05-08-11 | |
| Written Essay Assignment 2 | Local Governance Processes  
Essay #2  
Due No Later Than 05-21-2010  
6:00 PM PST  
Note: Late Submitted Essay | 20 points |
| 05-15-11 | |
Detailed Explanation of Assignments

Part One
These assignments require the student to read the designated chapters in the Huddleston text book. There will also be discussion questions posted for comment and participation. **Each student will be required to post a minimum of one substantive post per discussion question and add comments to fellow student’s posts. This is important for your overall grade! You must contribute and participate several times per week in the discussion forums to receive full credit. I will grade your posts and contributions based on frequency and content. Yes, the grade is subjective.**

Written Essay Assignment 1 is a mandatory essay that each student is required to complete. The essay shall be a **MAXIMUM of 4 pages** and will be on the topic of leadership. Each student will be required to research a minimum of two leadership traits in the literature then watch a movie of choice regarding leadership. **The essay must connect at least two leadership traits from either our class discussions or literature review to the movie of choice.**

Students shall format their individual essay with a **title page, double spaced, Times New Roman or Arial font, one-inch margins, and must be readable in Microsoft Word**, using (American Psychological Association) APA Format. Make sure you proofread and spell-check your essay prior to electronic submission. Also, ensure your essay is virus free before sending. You will simply upload your essay into blackboard and it must be submitted and time stamped before the required due date. **Late assignments will receive a substantial late penalty of 20% per week. I will assess the late penalty!**

Part Two
These assignments require the student to read the designated chapters in the Huddleston text book. There will also be discussion questions posted for comment and participation. **Each student will be required to post a minimum of one substantive post per discussion question and add comments to fellow student’s posts. This is important for your overall grade! You must contribute and participate several times per week in the discussion forums to receive full credit. I will grade your posts and contributions based on frequency and content. Yes, the grade is subjective.**
Part Three
These assignments require the student to read the designated chapters in the Huddleston text book. There will also be discussion questions posted for comment and participation. Each student will be required to post a minimum of one substantive post per discussion question and add comments to fellow student’s posts. This is important for your overall grade! You must contribute and participate several times per week in the discussion forums to receive full credit. I will grade your posts and contributions based on frequency and content. Yes, the grade is subjective.

Part Four
These assignments require the student to read the designated chapters in the Huddleston text book. Each student will be required to post a minimum of one substantive post per discussion question and add comments to fellow student’s posts. This is important for your overall grade! You must contribute and participate several times per week in the discussion forums to receive full credit. I will grade your posts and contributions based on frequency and content. Yes, the grade is subjective.

Written Assignment 2 – Final Essay
This assignment is a mandatory essay that each student is required to complete. The essay shall be a MAXIMUM of 5 pages and will be on the topic of the local governmental administrative process. During the term each student will be required to attend one local city council meeting, preferably in the community you live in. Each student will be required to integrate the course of study, specifically the administrative process into the actual local governance process. The essay shall describe what each student learned by integrating concepts discussed in Huddleston and how a local governmental body conducts the governance process. More information will be provided to you during a later posting.

Students shall format their individual essay with a title page, double spaced, Times New Roman or Arial font, one-inch margins, and must be readable in Microsoft Word, using (American Psychological Association) APA Format. Make sure you proofread and spell-check your essay prior to electronic submission. Also, ensure your essay is virus free before sending. You will simply upload your essay into blackboard and it must be submitted and time stamped before the required due date. Late assignments will receive a substantial late penalty of 20% per week. I will assess the late penalty!
Final Multiple Choice Test
Each student will be required to complete a 60 question multiple choice test that covers the course material and additional public administration knowledge. Pay close attention to the class discussions and stay engaged. Some test material will be from discussions and NOT contained in the text book.

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Additional Information – Participation Clarification
Each student must understand that in order to successfully pass this course, you will be required to participate in the online discussions. You can simply achieve this requirement by answering the discussion questions AND commenting on your classmate’s posts. This is important for your overall grade! You must contribute and participate several times per week in the discussion forums to receive full credit. The best grade you can receive in the course with no discussion question participation is a C-.

****NOTE****NOTE****NOTE****NOTE****NOTE****NOTE

A substantive post consists of a well thought out answer to the topic question. Your answer should provide the class with an opportunity to ask follow-up question(s). As a matter of clarification, a simple, “I agree, your point was well taken, I understand your point of view, etc,” is NOT a substantive post. If you post this type of response, you will receive no points for participating.

STATEMENT ON ACADEMIC HONESTY
Papers and assignments submitted, in addition to examinations taken in this class are subject to the University of La Verne’s Policy Statement on cheating and plagiarism, found in the Rights and Responsibilities section of the current ULV catalog. Cases of cheating or plagiarism are subject to disciplinary action including change of grade and/or administrative sanctions. Research on term papers or class assignments, which may include the textbook designated for the class and other outside readings, must be based on original effort and may not be reproductions, in whole or in part, of any other work. Further, papers and assignments in this class may not be used for other class requirements and may not be completed by any other person or persons.

Essay Information and Directions

Essay 1 - Leadership Essay

Introduction
“Title of your leadership piece”
Describe the movie of choice and leadership traits you are writing about that are consistent with either our class discussion or a literature review.
Are there any secondary leadership traits that emerge from the movie? If so, describe them in the introduction.

**Description**
- Describe the movie briefly
- Introduce the main characters
- Why you chose these particular leadership traits portrayed in the movie.

**Discussion of Leadership themes**
- In depth review of traits and their context relative to class discussions and/or literature review.
- Why traits are particularly important to the administrative process.
- What we can learn about leadership from the movie.
- Interesting points garnered from the movie.

**Concluding Statement**
- Something about what you learned from the movie in the context of our class discussion and/or your literature review regarding leadership.

Essay shall consist of a maximum 4 pages, not including a mandatory reference page. APA formatted, double spaced, Times New Roman or Arial Font and references required. Ensure you have a reference section attached.

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**Essay 2 - Local Governance Process Essay**

**Introduction**
- Local Government Processes
- Theme from an administrative processes standpoint

**Description**
- Introduce the City, and City Council Members
- Describe the types of items that were on the agenda

**Discussion of administrative processes themes**
- In depth review of themes and their context
- Why themes are particularly important to administrative processes
- Connection with class discussions, Huddleston, and/or other sources
- What we can learn about administrative processes from your City Council
- Interesting points garnered from the experience

**Concluding Statement**
- Something about what you learned from this assignment.

Essay shall consist of a MAXIMUM of 5 pages, not including a mandatory reference page. APA formatted, double spaced, Times New Roman or Arial Font and references required. Ensure you have a reference section attached.