

**DRAFT**  
**PUAD 502**  
**Administration in Public and Non-Profit Organizations**  
**Term Offered Fall, 2019**  
**Syllabus**

**Instructor**

- Sheldon Edner, PhD
- Communication with instructor can be by email, telephone or prearranged online meeting.
- Email: [sedner@gmu.edu](mailto:sedner@gmu.edu)
- Phone: 202-491-8340
- Virtual Office Hours: Communication with the instructor can be by email, telephone or prearranged video/Skype meeting.

**Course Meeting**

- This is an online course, in session January 22, 2019 through May 18, 2019 (15 weeks)
- All course activities for the semester will be held online (no face-to-face meetings).
- The course will be conducted using an asynchronous (not in “real time”) format.
- Readings for each module are identified on the syllabus. Instructions, activities, and assignments for the following week will be released every **Friday, by 11:59 p.m.** and will remain available through the end of the semester.
- It is the student’s responsibility to keep track of the weekly course schedule of topics, readings, activities and assignments due.

**Course Prerequisites**

- None – this is the required first course for the Masters in Public Administration
- Computer and internet skills

**Learning Community**

Students are expected to participate fully in all online Blackboard class activities. Working online requires dedication and organization. Students are responsible for keeping up-to-date with the online learning environment. Without in-person class meetings, some students may fall behind. In order to avoid this, students may want to schedule regular times (particularly early in the week) to log on in order to keep up with the coursework and discussions. At a minimum you should log in to the course at least twice per week, especially during weeks where there is a discussion board assignment.

## **Important Dates**

- Last day to add classes: Tuesday, January 29, 2019
- Last day to drop class (without tuition penalty): Sunday, February 21, 2019

## **Required Textbook**

- Richard Stillman II, Public Administration: Concepts and Cases, 9<sup>th</sup> Edition, Wadsworth, 2010
- Shafritz, Russell, Boritz and Hyde, Introducing Public Administration, 9<sup>th</sup> edition, Taylor and Francis, 2017
- Other **required** readings will be posted to Blackboard or available electronically through the GMU Library.

## **Course Description**

Graduate introduction to field of public administration. Focuses on structure, functions, and processes of executive branch agencies of national, state, and local governments. Emphasizes nonprofit organizations as co-actors with government in policy-making/policy implementation nexus.

## **Nature of Course Delivery**

All course material and activities will be held online. The lecture portion of this course will be delivered asynchronously using the following tools:

- Instructor provided PowerPoint
- Presentations by the instructor and/or guest experts
- Online group discussions
- Additional readings, videos and internet resources

## **Learning Objectives**

### *Program Goals*

The MPA program in the Schar School of Policy and Government at George Mason University is designed for people who hold or aspire to hold leadership positions in organizations that participate in the development and implementation of public policy. The mission of the MPA program is to give graduate students the opportunity to build their knowledge of politics, public policy and management and to enhance their analytic, problem solving, and communication skills.

### *Course Statement of Purpose*

PUAD 502 is the first course that all GMU MPA students should take. It provides an introduction to both the academic field of Public and Not-for-Profit Administration and the

practice of public administration in national, state, and local government organizations. The course also provides an introduction to and overview of the required courses in the MPA program. The thematic focus of the course is on the relationship between politics, policy, and administration in the U.S. governmental context.

### *Course Learning Objectives*

#### Professional Skill Development

Enhance the research skills required to use the library, electronic library databases and the internet to access scholarly articles, books, texts, government reports, original source references, legislative and legal materials.

#### Knowledge

- 1) Introduce the history and ideas that have contributed to the development of American public administration.
- 2) To identify public administration as both a practice and a field of study and foster a commitment to public service, representative government and professional development.
- 3) To recognize the roles and responsibilities of administrators in public organizations including decision making, budgeting, staffing, managing, coordinating and leading those organizations.
- 4) To identify ethical and value issues in the public sector.
- 5) To recognize the role of American public administration in the larger and ever changing American and global political, social and economic context.

#### **Computer Literacy**

One of the goals in this course is to acquaint students with a variety of factors, including technological issues, that influence administrative process and practice. It is expected that the students enrolling in this course are computer literate, meaning they know the basic operations of a computer, and also they know how to access information on the Internet.

#### **Assignment Description**

##### **Class Participation via Discussion Board (30%)**

Six times during the semester you will be expected to respond to a question and/or issue on the course discussion boards. On the left hand margin of our online Blackboard course you will see a section called "Discussion Forums." Here is where you will post your response to a question related to the course content. During the semester, the instructor will post discussion questions

on key foundation concepts in Public Administration. A variety of resources from guest experts, videos, and journal articles will be used. Students will be responsible for responding to the discussion question posted on the Discussion Forum (unless otherwise noted on Blackboard).

Your responses will be graded using a grading rubric. This can be compared to responding to questions/comments in a face-to-face classroom. You will need to make an initial submission and then respond to at least two of your colleagues. The rubric and additional information is posted in the "Assignments" folder on the home page. Please let me know if you have any questions.

**Discussion Posts due Fridays by 11:59 PM (NO MAKEUPS)**

**Group Case Analysis (15%)**

You will be assigned to small groups and given a case study to analyze and report on. The results will be summarized in a short paper (approximately 8-10 pages) to be posted on Blackboard. The remainder of the class will be asked to comment on the paper.

**Group Case Analysis is due as indicated on the detailed schedule.**

**Quizzes (30%)**

There will be six quizzes in this course. The format for each quiz may include multiple choice and true/false questions and will be designed to test recall and application of information covered in the text, readings, discussions, and other course material. The quizzes will cover **all assigned weekly readings and material covered for the week assigned (including Power Point slides, guest lecture videos, etc.)**. You will have **45 minutes to complete the exam**.

**Synthesis Paper (25%)**

This assignment will require you to prepare a ten-page paper on current issues in Public Administration. Provide proper APA formatting.

**The synthesis paper is due as indicated on the detailed schedule.**

**COURSE GRADING SCALE**

A+ = 97.5-100 %	B = 86-83.5%
A = 97-93.5 %	B- = 83-80%
A- = 93-90 %	C = 79-75%
B+ = 89-87.5 %	F = 74 % and below

## Technology Requirements

### Hardware:

You will need access to a Windows or Macintosh computer with at least 2 GM of RAM and to a fast and reliable broadband internet connection (e.g., cable, DSL). A larger screen is recommended for better visibility of course material. You will need speakers or headphones to hear recorded content and a headset with a microphone is recommended for the best experience. (webcams are optional). For the amount of hard disk space required to take a distance education course consider and allow for:

1. the storage amount needed to install any additional software and
2. space to store work that you will do for the course

If you are considering the purchase of a new computer, please go to:  
<http://itservices.gmu.edu/services/services-students.cfm> to see recommendations.

### Software:

This course uses Blackboard as the learning management system. You will need a browser and operating system that are listed compatible or certified with the Blackboard version available on the “myMason Portal”.

Log in to [mymasonportal.gmu.edu](http://mymasonportal.gmu.edu) to access this course.

Students are expected to have the following software components installed on their computers before the start of class:

- Web browser compatible with GMU systems and security  
<http://masononline.gmu.edu/why-online/what-technologies-do-i-need/>
- Adobe Acrobat Reader (free download) <http://get.adobe.com/reader/>
- Flash Player (free download) <http://get.adobe.com/flashplayer/>
- Microsoft Office Word (purchase) <http://compstore.gmu.edu/products/microsoft/>

Note: if you are using an employer-provided computer or corporate office for class attendance, please verify with your systems administrator that you will be able to install the necessary applications and that the system or corporate firewalls do not block access to any sites or media types.

### EXPECTATIONS OF STUDENTS:

- Academic Integrity: Students must be responsible for their own work, and students and faculty must take on the responsibility of dealing explicitly with violations. The tenet must be a foundation of our university culture. [See <http://masononline.gmu.edu/student-resources/academicintegrity/>].

- Honor Code: Faculty in the Schar School have zero tolerance for academic dishonesty and will strictly enforce Mason's honor code. [See <http://oai.gmu.edu/the-mason-honor-code-2>].
- MasonLive/Email (GMU Email): Students are responsible for the content of university communications sent to their George Mason University email account and are required to activate their account and check it regularly. All communication from the university, college, school, and program will be sent to students solely through their Mason email account. [See <https://masonlivelogin.gmu.edu/login>].
- Patriot Pass: Once you sign up for your Patriot Pass, your passwords will be synchronized, and you will use your Patriot Pass username and password to log in to the following systems: Blackboard, University Libraries, MasonLive, myMason, Patriot Web, Virtual Computing Lab, and WEMS. [See <https://password.gmu.edu>].
- Responsible Use of Computing: Students must follow the university policy for Responsible Use of Computing. [See [http://universitypolicy.gmu.edu/policies/responsible-use-of-computing/?\\_ga=1.229074837.842244579.1478532179](http://universitypolicy.gmu.edu/policies/responsible-use-of-computing/?_ga=1.229074837.842244579.1478532179)].
- Students with Disabilities: Students with disabilities who seek accommodations in a course must be registered with the George Mason University Disability Resource Center (DRC) and inform their instructor, in writing, at the beginning of the semester [See <http://ds.gmu.edu>].
- Good writing skills are crucial for public managers. Being able to organize thoughts in clear sentences, using proper English, is essential. All written materials submitted in this class will be evaluated on content, organization and logic. However, poor grammar, spelling and usage can impede the instructor's understanding of the student's ideas.
- Please review the core rules of "Netiquette" ([albion.com/netiquette/corerules](http://albion.com/netiquette/corerules)) to ensure appropriate content and conduct of electronic communications for the course.
- Please use the Publication Manual of the American Psychological Association (5th edition), particularly for in-text citations and the reference page and follow the sample paper template provided by the Social Work Department for formatting.
- Late papers/assignments will be penalized one full letter grade. After one week, they will not be accepted at all, absent prior written approval of the instructor. ***Please keep a copy of anything you turn submit. Discussion questions and Quizzes cannot be made up.***
- When conducting research for an assignment, students should not rely solely on internet sources. A combination of library and internet sources is acceptable, but all sources must be properly cited according to the Publication Manual of the American Psychological Association (APA, 5<sup>th</sup> edition). Note: Wikipedia should not be used as a resource. When

considering the use of online sources, students should scrutinize the website carefully. This link provides a guide for how to evaluate internet sources:  
<http://www.lib.berkeley.edu/TeachingLib/Guides/Internet/Evaluate.html>

- Students are expected to follow courteous internet etiquette.

### **Student Services:**

- **Counseling and Psychological Services:** The George Mason University Counseling and Psychological services (CAPS) staff consists of professional counseling and clinical psychologists, social workers, and counselors who offer a wide range of services (e.g. individual and group counseling, workshops and outreach programs) to enhance students' personal experience and academic performance [<http://caps.gmu.edu>]
- **Family Educational Rights and Privacy Act (FERPA):** The Family Educational Rights and Privacy Act of 1974 (FERPA), also known as the "Buckley Amendment," is a federal law that gives protection to student educational records and provides students with certain rights. [<http://registrar.gmu.edu/ferpa>]
- **Student Services Dashboard:** Distant education courses at Mason are designed to encourage success and minimize travel to campus. Communication is usually electronic via email, in real-time discussions, or in online discussion forums. [<http://distance.gmu.edu/student-services/index.php>]
- **University Libraries:** Provides resources for distance students. [<http://library.gmu.edu/for/online>]
- **Writing Center:** The George Mason Writing Center staff provides a variety of resources and services (e.g., tutoring, workshops, writing guides, handbooks) intended to support students as they work to construct and share knowledge through writing. [<http://writingcenter.gmu.edu>]
- Mason values diversity. Through its Office of Diversity, Inclusion, and Multicultural Education (ODIME), Mason seeks to create and sustain inclusive learning environments where all are welcomed, valued, and supported.
- The Mason University Life religious holiday calendar can be found at [ulife.gmu.edu/calendar/religious-holiday-calendar](http://ulife.gmu.edu/calendar/religious-holiday-calendar). It is the obligation of students, within the first two weeks of the semester, to provide faculty members with the dates of major religious holidays on which they will be absent due to religious observances

### **Recommended Readings for the Course**

None at this time.

## **HONOR CODE POLICY**

The Honor Code policy endorsed by the members of the Department of Public and International Affairs relative to the types of academic work indicated below is set out in the appropriate paragraphs:

- Quizzes, tests and examinations. No help may be given or received by students when taking quizzes, tests, or examinations, whatever the type or wherever taken, unless the instructor specifically permits deviation from this standard.
- Course Requirements: All work submitted to fulfill course requirements is to be solely the product of the individual(s) whose name(s) appears on it. Except with permission of the instructor, no recourse is to be had to projects, papers, lab reports or any other written work previously prepared by another student, and except with permission of the instructor no paper or work of any type submitted in partial fulfillment of the requirements of another course may be used a second time to satisfy a requirement of any course in the Department of Public and International Affairs. No assistance is to be obtained from commercial organizations which sell or lease research help or written papers. With respect to all written work as appropriate, proper footnotes and attribution are required.

## **DISABILITIES**

If you have a documented learning disability or other condition that may affect academic performance you should: 1) make sure this documentation is on file with Office of Disability Services (SUB I, Rm. 4205; 993-2474; <http://ods.gmu.edu>) to determine the accommodations you need; and 2) talk with me to discuss your accommodation needs.

