

**UNIVERSITY of NORTH TEXAS**  
**Department of Public Administration**  
**Spring 2022**

<b>Class</b>	<b>PADM 3420: BUREAUCRACY AND PUBLIC POLICY</b>
<b>Class Venue</b>	<b>Coliseum 047</b>
<b>Class Days and Time</b>	<b>Monday/Wednesday 3:30pm – 4:50pm</b>
<b>Instructor</b>	<b>Kingsley Ukwandi</b>
<b>E-mail</b>	<b>Kingsley.Ukwandi@unt.edu</b>
<b>Office</b>	<b>Chilton Hall Room 114E</b>
<b>Office Hours</b>	<b>Monday/Wednesday 2:00pm - 3:00pm or by appointment</b>

**COURSE DESCRIPTION**

This course is focused on the nature of bureaucracy, its role in policy development and the problem of bureaucratic responsibility. The aim is to provide an understanding of the American bureaucracy, mainly its structure, functions, the role it plays in our society, as well as the public perceptions about it. To gain an understanding of the bureaucracy's source of power and its role in policymaking, we will examine the environment in which it operates. We will also explore the question, "Who, if anyone, controls the bureaucracy?" In addressing this question and others like it, we will draw on cases of "government in action" on a variety of policy areas.

**COURSE GOALS**

Public administration involves the "core activities" of government that are performed, for the most part, by highly trained experts and specialized organizations; its purpose is the development and implementation of public policy. This broad definition encompasses a large dynamic portion of government at all three levels of the federal system, engaging even nonprofit and private enterprise.

This course will try to familiarize students with the various key aspects of the field of public administration today. All students, whatever their interest, need to be cognizant of the tremendous importance of public administration and administrators within the political system. This course is designed to provide students with an introduction to public administration through readings, cases, discussion, and practical exercises.

**READINGS**

1. Meier, Kenneth J. and John Bohte (2007). *Politics and the Bureaucracy: Policymaking in the Fourth Branch of Government*, 5<sup>th</sup> Ed. Belmont, CA: Thompson Wadsworth.
2. Richard Stillman (2010). *Public Administration: Concepts and Cases*, 9<sup>th</sup> Ed. Boston, MA: Wadsworth, Cengage Learning.

3. Peters, Guy B. (2018). *The Politics of Bureaucracy: An Introduction to Comparative Public Administration*, 7<sup>th</sup> Ed., New York, NY: Routledge (5<sup>th</sup> Ed. can serve as a good alternative).

When necessary, additional readings may be communicated in class and/or posted on Canvas.

### **COURSE POLICIES**

Members of the class are responsible for the completion of the following:

1. **Class quizzes**: There will be a short quiz on the reading material for each class session. All reading assignments should be completed by the date indicated in the syllabus. Quizzes will typically be given at the beginning of class although there may be exceptions. There will be no make-up of missed quizzes. However, 2 out of 12 quizzes will be dropped. These will be your 2 lowest scores of the 12 quizzes should you take all quizzes. Quizzes will count for 20 percent of the final grade.
  2. **In-class discussion, participation, and attendance**: Class will involve active student engagement and contribution. In-class participation may include “for” or “against” short debates or discussions between groups to be assigned and focus on policy problems that provide a real-world context for class topics. Your attendance, in-class discussions, and participation during weekly case study presentations (see #6 below) are factored into your grade. These will account for 10 percent of your final grade.
  3. **Mid-term exams**: There will be 2 mid-term exams for this course. Mid-term exam I will hold on **February 28 from 3:30pm – 4:50pm** and cover all topics that have been taught in class before the exam. Mid-term exam II will hold on **April 4 from 3:30pm – 4:50pm** and cover only topics taught after mid-term exam I. Both mid-term exams will account for 15 percent each towards your final grade.
  4. **Final exam**: A final exam will be administered at the end of the semester on **May 11 between 1:30pm and 3:30pm**. It will account for 20 percent of the final grade. The final exam will cover all topics taught from the beginning of class up to the last class. Questions in all exams will include “True” or “False” answers, multiple choice answers, and questions requiring short essay answers. Further instructions and mode of exam delivery will be determined closer to each exam.
  5. **Individual Assignments**: This class is heavily based on case studies. Roughly half of our class time will center on a topical case study drawn from the world of bureaucratic politics and performance. Students will be required to analyze specific case material and its relationship to the course materials. As an introduction to each case study, members of each group will **individually** produce a focused analysis of the basic issues, policy problems and decision for each assigned case scenarios.
- In this assignment, each student will be expected to demonstrate (1) mastery of the facts, and (2) the ability to draw broader lessons from the case. Each group will be assigned 2 cases and each group member must submit an **independent work** report in an essay format of **at least 3 pages** for each case and then come together as a group to produce a group presentation (see #6 below) as they become due. The 2 individual assignments will account for 10 percent of the final grade

for this class. Specific question(s) will be identified for each case by the instructor to aid a focused essay. Please use 12-point, legit font, double-spaced, and APA referencing style.

6. **Group Presentation:** Each student is expected to participate in 2 group presentations during the semester, using same cases they used for their individual assignments. However, unlike the assignments, each group will work **collectively** to prepare PowerPoint slides and present each case material in class when they become due. A presentation should take between 20 and 30 minutes and all group members must participate in the oral presentation. You are required to submit your prepared presentation via Canvas (or email) to the instructor not later than 3 hours prior to the time it is scheduled to be presented for approval or comment.

Once the group has completed the formal presentation, which includes a review and basic analysis of the case, they will then act as moderators to facilitate a broader discussion of the topic within the class. During our discussions, students will be expected to demonstrate (1) mastery of the facts, and (2) the ability to draw broader lessons from the case. The presenting group will be graded by the instructor and other students in the classroom. The peer evaluation score allows groups and members to hold one another accountable for their contribution. The two presentations account for 10 percent of the final grade.

### **WEIGHTS FOR FINAL GRADE**

Weekly In-class Quizzes	20%
In-class Discussions, Participation, and Attendance	10%
2 Individual Assignments	10%
2 Group Presentations	10%
Midterm Exam I	15%
Midterm Exam II	15%
Final Exam	20%
<b>Total</b>	<b>100%</b>

### **GRADING SYSTEM**

90 - 100% = A, 80 - 89.9% = B, 70 - 79.9% = C, 60 - 69.9% = D, 59.9% and below = F.

### **SYLLABUS CHANGE POLICY**

The instructor reserves the right to make changes to the syllabus, including augmenting readings and adding activities.

## COURSE CALENDAR

Week	Class Session	Topic and Activities
1	Jan. 17	MLK Day - No Class
	Jan. 19	First Day of Class: Introduction
		Syllabus, Course Expectations, Class Logistics and Grouping
		<b>Read:</b> The Syllabus
2	Jan. 24	<b>Public Administration and Governing</b>
		Bureaucracy and Public Policy
		<b>Read:</b> Peters Chapter 1; Stillman Chapter 1
	Jan. 26	<b>The Structure of American Bureaucracy</b>
		<b>Read:</b> Meier & Bohte Chapter 2; Stillman Chapter 2
		<b>Quiz 1</b>
	Jan. 28	<b>Group 1 Individual Assignment #1 Due - 11:59pm via Canvas</b>
	Jan. 29	<b>Group 1 Presentation Slides #1 Due - 11:59pm via Canvas</b>
3	Jan. 31	<i>Case Study 1: How Kristen Died</i>
		<b>Group 1 Presentation #1</b>
		<b>Read and Reference:</b> Stillman Chapter 2
	Feb. 2	Power and Administration
		<b>Read:</b> Stillman Chapter 4
		<b>Quiz 2</b>
	Feb. 5	<b>Group 2 Individual Assignment #1 Due - 11:59pm via Canvas</b>
4	Feb. 6	<b>Group 2 Presentation Slides #1 Due - 11:59pm via Canvas</b>
	Feb. 7	<i>Case Study 2: The Columbia Accident</i>
		<b>Group 2 Presentation #1</b>
		<b>Read and Reference:</b> Stillman Chapter 4
	Feb. 9	<b>Bureaucratic Power and its Causes - Guest Speaker</b>
		<b>Read:</b> Meier & Bohte Chapter 3
		<b>Quiz 3</b>
	Feb. 12	<b>Group 3 Individual Assignment #1 Due - 11:59pm via Canvas</b>
5	Feb. 13	<b>Group 3 Presentation Slides #1 Due - 11:59pm via Canvas</b>
	Feb. 14	<i>Case Study 3: Unbuilding the World Trade Center</i>
		<b>Group 3 Presentation #1</b>
		<b>Read and Reference:</b> Stillman Chapter 6
	Feb. 16	<b>Federalism</b>
		<b>Read:</b> Stillman Chapter 5
		<b>Quiz 4</b>
	Feb. 18	<b>Group 4 Individual Assignment #1 Due - 11:59pm via Canvas</b>
6	Feb. 19	<b>Group 4 Presentation Slides #1 Due - 11:59pm via Canvas</b>
	Feb. 21	<i>Case Study 4: Wichita Confronts Contamination</i>
		<b>Group 4 Presentation #1</b>
		<b>Read and Reference:</b> Stillman Chapter 5
	Feb. 23	<b>Reading Day</b>

		Midterm I Review
7	Feb. 28	<b>Midterm Exam I – 3:30pm – 4:50pm</b>
	Mar. 2	<b>Bureaucracy and Public Policy</b>
		Key Decision Makers in Bureaucracy
		<b>Read:</b> Meier & Bohte Chapter 4; Stillman Chapter 7
		<b>Quiz 5</b>
	Mar. 5	<b>Group 5 Individual Assignment #1 Due - 11:59pm via Canvas</b>
8	Mar. 6	<b>Group 5 Presentation Slides #1 Due - 11:59pm via Canvas</b>
	Mar. 7	<i>Case Study 5: The Decision to go to War with Iraq</i>
		<b>Group 5 Presentation #1</b>
		<b>Read and Reference:</b> Stillman Chapter 7
	Mar. 9	<b>Decision Making</b>
		<b>Read:</b> Stillman Chapter 8.
		<b>Quiz 6</b>
9	Mar. 14-18	Spring Break - No Classes
	Mar. 19	<b>Group 1 Individual Assignment Due - 11:59pm via Canvas</b>
10	Mar. 20	<b>Group 1 Presentation Slides Due - 11:59pm via Canvas</b>
	Mar. 21	<i>Case Study 6: How a City Slowly Drowned</i>
		<b>Group 1 Presentation #2</b>
		<b>Read and Reference:</b> Stillman Chapter 8
	Mar. 23	<b>Administrative Communications/Bureaucracy and Public's Expectations - Guest Speaker</b>
		<b>Read:</b> Stillman Chapter 9
		<b>Quiz 7</b>
	Mar. 26	<b>Group 2 Individual Assignment #2 Due - 11:59pm via Canvas</b>
11	Mar. 27	<b>Group 2 Presentation Slides #2 Due - 11:59pm via Canvas</b>
	Mar.28	<i>Case Study 7: The Shooting at Columbine High School</i>
		<b>Group 2 Presentation #2</b>
		<b>Read and Reference:</b> Stillman Chapter 9
	Mar. 30	Reading Day
		Midterm II Review
12	Apr. 4	<b>Midterm Exam II – 3:30pm – 4:50pm</b>
	Apr. 6	<b>Bureaucracy and the Public Interest - Guest Speaker</b>
		<b>Read:</b> Meier & Bohte Chapter 5; Stillman Chapter 15
		<b>Quiz 8</b>
	Apr. 9	<b>Group 3 Individual Assignment #2 Due - 11:59pm via Canvas</b>
13	Apr. 10	<b>Group 3 Presentation Slides #2 Due - 11:59pm via Canvas</b>
	Apr. 11	<i>Case Study 8: Torture and Foreign Policy</i>
		<b>Group 3 Presentation #2</b>
		<b>Read and Reference:</b> Stillman Chapter 15
	Apr. 13	<b>Controlling the Bureaucracy: External Checks</b>
		<b>Read:</b> Meier & Bohte Chapter 6
		<b>Quiz 9</b>

	Apr. 16	<b>Group 4 Individual Assignment #2 Due - 11:59pm via Canvas</b>
	Apr. 17	<b>Group 4 Presentation Slides #2 Due - 11:59pm via Canvas</b>
		<i>Case Study 9: Expectations</i>
	Apr. 18	<b>Group 4 Presentation #2</b>
		<b>Read and Reference:</b> Stillman Chapter 13
14		<b>Controlling the Bureaucracy: Ethics and Participation</b>
	Apr. 20	<b>Read:</b> Meier & Bohte Chapter 7
		<b>Quiz 10</b>
	Apr. 23	<b>Group 5 Individual Assignment #2 Due - 11:59pm via Canvas</b>
	Apr. 24	<b>Group 5 Presentation Slides #2 Due - 11:59pm via Canvas</b>
		<i>Case Study 10: George Tenet and the Last Great Days of the CIA</i>
	Apr. 25	<b>Group 5 Presentation #2</b>
		<b>Read and Reference:</b> Stillman Chapter 16
15		<b>The Politics of Public Budgets</b>
		<b>Read:</b> Stillman Chapter 12
	Apr. 27	<b>Read:</b> <i>Case 11 - Death of a Spy Satellite Program</i>
		<b>Quiz 11</b>
		<b>Reforming the Bureaucracy</b>
	May. 2	<b>Read:</b> Meier & Bohte Chapter 8
		<b>Read:</b> <i>Case 12 - Who brought Bernadine Healy down?</i>
16		<b>Exam Review</b>
	May. 4	<b>Quiz 12</b>
		<b>Reading Day - No Class</b>
17	May. 9	
	May. 11	<b>Final Exam - 1:30pm - 3:30pm</b>

### **ATTENDANCE AND PARTICIPATION**

Students are expected to attend class and engage in meaningful discussions over the material assigned for the day. Attendance will be taken at the beginning of each class period. This is an in-person class, therefore, Zoom recordings may not be available.

It is important that you communicate with the instructor prior to being absent, so you and the professor can discuss and mitigate the impact of the absence on your attainment of course learning goals. Please inform the instructor if you are unable to attend class meetings because you are ill, in mindfulness of the health and safety of everyone in our community.

Students may have one unexcused absence during the semester without a penalty except for points missed due to a missed weekly quiz or participation points. Only students with a university or instructor excused absences may make up an exam. Examples of university excused absences include those necessitated by university sponsored events, or an illness which results in some form of visit to a medical doctor. Such absences require written documentation, etc. (i.e., medical doctor notes) and must be submitted within one week of the student's return to participation. The instructor may also excuse a student on a case-by-case basis.

If you are experiencing any symptoms of COVID-19 (<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or [askSHWC@unt.edu](mailto:askSHWC@unt.edu)) or your health care provider PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Team at [COVID@unt.edu](mailto:COVID@unt.edu) for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure.

### **FACE COVERINGS**

UNT encourages everyone to wear a face covering when indoors, regardless of vaccination status, to protect yourself and others from COVID infection, as recommended by current CDC guidelines. Face covering guidelines could change based on community health conditions.

### **COMMUNICATION**

Canvas will be used for all communication between students and the instructor. All assignments are due via Canvas. Assignments will not be accepted hardcopy or through any other email address. Students are encouraged to check Canvas daily. The instructor will use Canvas to send announcements and post material of interest to students throughout the course.

### **POLICY ON ORIGINAL WORK AND PLAGIARISM**

Unless explicitly assigned to work in groups, all students are expected to work independently. The exams, quizzes and assignments should be the student's own work. Working together where it is clearly indicated is entirely appropriate, but if you are preparing a written product that will be submitted for evaluation, that product is expected to be the result of your work alone. Where questionable situations arise, always ask the instructor for clarification. Also, students must cite their sources where relevant, and plagiarism will be not tolerated and will be penalized severely at UNT. You can find information from the following website that defines academic dishonesty and available penalties: <https://policy.unt.edu/policy/06-003>

### **DEFINITIONS**

The UNT Code of Student Conduct and Discipline defines cheating and plagiarism "as the use of unauthorized books, notes, or otherwise securing help in a test; copying other's tests, assignments, reports, or term papers; representing the work of another as one's own; collaborating without authority with another student during an examination or in preparing academic work; or otherwise practicing scholastic dishonesty."

### **PENALTIES**

Normally, the minimum penalty for cheating or plagiarism is a grade of "F" in the course. In the case of graduate departmental exams, the minimum penalty shall be failure of all fields of the exam. Determination of cheating or plagiarism shall be made by the instructor in the course, or by the departmental faculty in the case of departmental exams.

Cases of cheating or plagiarism on graduate departmental exams, papers, theses, or dissertations shall automatically be referred to the departmental Curriculum and Degree Programs Committee. Cases of cheating or plagiarism in ordinary course work may, at the discretion of the instructor, be referred to the Curriculum and Degree Programs Committee in the case of either graduate or

undergraduate students. This committee, acting as an agent of the Department, shall impose further penalties, or recommend further penalties to the Dean of Students, if they determine that the case warrants it. In all cases, the Dean of Students shall be informed in writing of the case.

### **APPEALS**

Students may appeal any decision under this policy by following the procedure laid down in the UNT Code of Student Conduct and Discipline.

### **INCOMPLETES, LATE HOMEWORK, AND EXTRA WORK**

In most cases, students would not be allowed to do extra work (i.e., an additional paper) to improve their grade in the course. This is not fair to other students who are not given the same opportunity. Late homework will be penalized unless the student has a legitimate excuse or crisis causing the delay in completing work (i.e., illness, family death etc.). Also, I will only grant incompletes or extension to students who have legitimate excuses or crises and who make requests prior to the end of the course.

You will lose 5% of your total score if you submit within 24 hours after the deadline. You will lose 10% of your total score if you submit beyond 48 hours after the deadline. Your assignment will not be accepted beyond 7 days of the deadline with no legitimate reasons or no communications with the instructor. Please email the instructor BEFORE the deadline to request any accommodation to waiver the late policy.

### **POLICY ON LAPTOPS AND CELL PHONES IN THE CLASSROOM**

The classroom setting at an institution of higher learning is intended to serve as a venue that permits the transfer of knowledge and facilitates the sharing of ideas. As such, it is imperative that any distractions from these stated objectives be avoided and kept to a minimum. Potential disruptions include modern electronic devices such as laptop computers and cell phones. Students are allowed to take notes on personal laptop computers to enhance the learning process, but they should not activate their internet browsers during class or use computers for non-academic purposes (as this diverts attention from the lecture/discussion for both the student using it and others nearby). Students should also avoid using cell phones to search the Internet or text while class is in session.

Exceptions to this policy will be at the discretion of the faculty only and may occur if searching the Internet is necessary to find additional information or facts related to the subject being covered on that particular day.

### **POLICY ON DISABILITY ACCOMMODATION**

The Department of Public Administration, in cooperation with the Office of Disability Accommodation, complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Students with disabilities should log into a new database called **Accessible Information Management (or AIM)**. AIM is an online system where students can log in and access ODA services using their UNT log in credentials. It is the student's responsibility to request Letters of Accommodation ONLINE, and then ODA will mail LOAs to the instructor. Go to <https://augusta.accessiblelearning.com/UNT> to log into AIM.



## **POLICY ON STUDENT BEHAVIOR IN THE CLASSROOM**

All members of this class are expected to be courteous and to behave in a manner that is respectful to your classmates, guest speakers, and the instructor. Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Center for Student Rights and Responsibilities to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at [www.unt.edu/csrr](http://www.unt.edu/csrr).

## **COURSE DIVERSITY AND INCLUSION STATEMENT**

The Department of Public Administration believes in the fundamental principles of life, liberty, equality, equity, and in doing good to all people as we serve our students and the public interest.

- We believe in the importance of diversity and inclusion
- We believe in fairness and equity for all faculty and students in and out of class
- We believe in mutual respect and civility for all students and faculty
- We believe that faculty and students have a right to a redress of grievances
- We believe that students and faculty should be actively engaged in good works.



## **STUDENT EVALUATION OF INSTRUCTION**

Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT.

Student feedback is very important to UNT, and students will be reminded of the opportunity to evaluate how this course is taught when the survey becomes available. Please complete your SPOT (Student Perceptions of Teaching) survey during the open evaluation time.