

UNIVERSITY of NORTH TEXAS
Department of Public Administration
Spring 2023

Class	PADM 3420: BUREAUCRACY AND PUBLIC POLICY
Class Venue	WH 212
Class Days and Time	Monday/Wednesday 3:30pm – 4:50pm
Instructor	Kingsley Ukwandi
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Office	Chilton Hall Room 114E
Office Hours	Monday/Wednesday 2:00pm - 3:00pm or by appointment

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 any, 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.

REQUIRED READINGS*

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

*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. **Quizzes**: There will be periodic quizzes on the class/reading materials. Quizzes will typically be given at the end of 2-3 topics or class periods to help ensure students follow up with lessons already covered. Quizzes will be delivered online via Canvas and will be available for completion within a period of 24 hours starting by 6:00pm on the material day. There will be a total of 6 quizzes in all, and 1 which is your lowest score out of the 6 quizzes will be dropped. For these reasons, there will be no make-up quizzes. Hence, all quizzes should be completed by the date/time indicated in the syllabus or as they become due. Quizzes will account for 20 percent of the final grade for the class.

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 case study presentations (see #6 below) will account for 10 percent of your final grade. Please note that going by the class schedule, class will hold for a total of **27 times** during the term. For attendance points purposes, student will be assessed based on class attendance (and participation) of **25 times** for a possible 100%. This does not imply that a genuine request for absence would not be considered.

3. **Mid-term exams**: There will be 2 mid-term exams for this course. Mid-term exam I will hold on **Monday, February 27. It will be delivered online and available for completion from 6:00pm that day to 6:00pm the next day.** Questions in mid-term exam I will cover all topics that have been taught in class before the exam. Mid-term exam II will hold on **Monday, April 3. Also, this will be delivered online and will be available from 6:00pm that day to 6:00pm the next day** within which to complete the exam. Material for mid-term II will cover only topics taught after mid-term exam I. Both mid-term exams will account for 15 percentage points each towards your final grade.

4. **Final exam**: A final exam will be administered at the end of the semester on **Thursday, May 11. It will be delivered online via Canvas, and you will have 24hrs beginning from 3:00pm that day to 3:00pm the next day** within which to complete the Final. Final will account for 20 percent of your total grade for this class. The final exam will cover all topics taught from the beginning of class up to the last class.

Questions in all exams (both the mid-terms and final) may include “True” or “False” answers, multiple choice answers, matching, fill in the gap, and 1 short essay question. 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 2 group-assigned cases and their relationship

to the course materials. For this assignment members of each group member will **individually** produce a focused analysis of the basic issues, policy problems and decisions correctly or poorly made, or not made in each assigned case scenarios (***see HINT*** below for more details). Each group member must therefore submit an **independent work** report in an essay format of **at least 2 pages** and/or **not less than 750 words** for each case. Each student's work is expected to demonstrate (1) mastery of the facts, and (2) the ability to draw broader lessons from the case. The 2 individual assignments will account for 10 percent of the final grade for this class.

Hint: Ensure you read case, looking to see the characteristics of the bureaucracy that did not hold up and why. What happened and how grave is the impact or failure? Who or what was responsible? In other words, why did it fail and what in your opinion could have been done to prevent it? Note that final product must be a focused essay discussion and not bullet points or lists. Please use 12-point, legit font, 1.5 spacing, and APA referencing style.

6. Group Presentation: Each student is expected to participate in 2 group presentations during the semester, using same group-assigned cases they used for their individual assignments (***see HINT*** below for more details). However, unlike the assignments, each group will work **collectively** to prepare PowerPoint slides and present each case material in class as they become due. A presentation should take between 20 and 30 minutes and all group members must participate in the presentation task, or they (failing student) would receive a deduction. For clarity, this assignment involves the submission of presentation slides and taking part in actual presentation. Each task component attracts 25 points and student must be involved with other group members in both aspects to receive full points. You are required to submit your prepared presentation via Canvas or via email to the instructor not later 11:59pm on the eve of your presentation for approval or comment.

Once a group has completed the actual 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 in the class. During the discussions, students will be expected to demonstrate (1) familiarity with the facts, and (2) the ability to draw broader lessons from the case. The presenting group will be graded (on the average) 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 2 presentations account for 5 percentage points each towards your final grade.

Hint: Ensure you read case very well, looking to see the characteristics of the bureaucracy that did not hold up and why. In other words, what happened or failed, and how grave is the impact or failure? Why did it happen/fail? Who or what was responsible? What in your opinion could have been done to prevent it? Note that final product should contain bullet points of what is critical to the events and the bureaucratic performance and failure (linking them to the characteristics of the bureaucracy). A copy over of an entire story paragraph onto your slides will be graded as poor. Note that you will be expected to engage your audience especially after the presentation. So, ensure you include as a final slide, list of at least 6 key questions you

would ask the class during your moderation period. Per your slide's submission requirement, please turn in only PowerPoint (.pptx) file.

WEIGHTS FOR FINAL GRADE

In-class Discussions, Participation, and Attendance	25 x 4 points	10%
Quizzes	5 x 40 points	20%
Individual Assignment	2 x 50 points	10%
Group Presentation	2 x 50 points	10%
Midterm Exam I	1 x 150 points	15%
Midterm Exam II	1 x 150 points	15%
Final Exam	1 x 200 points	20%
Total	1,000 Points	100%

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. 16	MLK Day - No Class
	Jan. 18	First Day of Class: Introduction
		Syllabus, Course Expectations, Class Logistics and Grouping
		Read: The Syllabus
2	Jan. 23	Public Administration and Governing
		Bureaucracy and Public Policy
		Read: Peters Chapter 1; Stillman Chapter 1
	Jan. 25	The Structure of American Bureaucracy
		Read: Meier & Bohte Chapter 2; Stillman Chapter 2
	Jan. 28	Group 1 Individual Assignment #1 Due - 11:59pm via Canvas
Jan. 29	Group 1 Presentation Slides #1 Due - 11:59pm via Canvas	
3	Jan. 30	Case Study 1: How Kristin Died
		Group 1 Presentation #1
		Read and Reference: Stillman Chapter 2
	Feb. 1	Power and Administration
		Read: Stillman Chapter 4
		Quiz 1
Feb. 4	Group 2 Individual Assignment #1 Due - 11:59pm via Canvas	
4	Feb. 5	Group 2 Presentation Slides #1 Due - 11:59pm via Canvas
	Feb. 6	Case Study 2: The Columbian Accident
		Group 2 Presentation #1
		Read and Reference: Stillman Chapter 4
	Feb. 8	Bureaucratic Power and its Causes - Guest Speaker
		Read: Meier & Bohte Chapter 3
Feb. 11	Group 3 Individual Assignment #1 Due - 11:59pm via Canvas	
5	Feb. 12	Group 3 Presentation Slides #1 Due - 11:59pm via Canvas
	Feb. 13	Case Study 3: Unbuilding the World Trade Center
		Group 3 Presentation #1
		Read and Reference: Stillman Chapter 6
	Feb. 15	Federalism
		Read: Stillman Chapter 5
Quiz 2		
Feb. 18	Group 4 Individual Assignment #1 Due - 11:59pm via Canvas	
6	Feb. 19	Group 4 Presentation Slides #1 Due - 11:59pm via Canvas
	Feb. 20	Case Study 4: Wichita Confronts Contamination
		Group 4 Presentation #1
		Read and Reference: Stillman Chapter 5

	Feb. 22	Reading Day
		Midterm I Review
7	Feb. 27	Midterm Exam I: Within 3:30pm to 3:30pm the next day
	Mar. 1	Bureaucracy and Public Policy
		Key Decision Makers in Bureaucracy
		Read: Meier & Bohte Chapter 4; Stillman Chapter 7
	Mar. 4	Group 5 Individual Assignment #1 Due - 11:59pm via Canvas
8	Mar. 5	Group 5 Presentation Slides #1 Due - 11:59pm via Canvas
	Mar. 6	<i>Case Study 5: The Decision to go to War with Iraq</i>
		Group 5 Presentation #1
		Read and Reference: Stillman Chapter 7
	Mar. 8	Decision Making
		Read: Stillman Chapter 8.
		Quiz 3
9	Mar. 12-18	Spring Break - No Classes
	Mar. 18	Group 1 Individual Assignment Due - 11:59pm via Canvas
10	Mar. 19	Group 1 Presentation Slides Due - 11:59pm via Canvas
	Mar. 20	<i>Case Study 6: How a City Slowly Drowned</i>
		Group 1 Presentation #2
		Read and Reference: Stillman Chapter 8
	Mar. 22	Administrative Communications/Bureaucracy and Public's Expectations - Guest Speaker
		Read: Stillman Chapter 9
		Quiz 4
	Mar. 25	Group 2 Individual Assignment #2 Due - 11:59pm via Canvas
11	Mar. 26	Group 2 Presentation Slides #2 Due - 11:59pm via Canvas
	Mar.27	<i>Case Study 7: The Shooting at Columbine High School</i>
		Group 2 Presentation #2
		Read and Reference: Stillman Chapter 9
	Mar. 29	Reading Day Midterm II Review
12	Apr. 3	Midterm Exam II: Within 3:30pm to 3:30pm the next day
	Apr. 6	Bureaucracy and the Public Interest - Guest Speaker
		Read: Meier & Bohte Chapter 5; Stillman Chapter 15
	Apr. 8	Group 3 Individual Assignment #2 Due - 11:59pm via Canvas
13	Apr. 9	Group 3 Presentation Slides #2 Due - 11:59pm via Canvas
	Apr. 10	<i>Case Study 8: Torture and Foreign Policy</i>
		Group 3 Presentation #2
		Read and Reference: Stillman Chapter 15
	Apr. 12	Controlling the Bureaucracy: External Checks
		Read: Meier & Bohte Chapter 6

		Quiz 5
	Apr. 15	Group 4 Individual Assignment #2 Due - 11:59pm via Canvas
	Apr. 16	Group 4 Presentation Slides #2 Due - 11:59pm via Canvas
		<i>Case Study 9: Expectations</i>
	Apr. 17	Group 4 Presentation #2
		Read and Reference: Stillman Chapter 13
		Controlling the Bureaucracy: Ethics and Participation
	Apr. 19	Read: Meier & Bohte Chapter 7
	Apr. 22	Group 5 Individual Assignment #2 Due - 11:59pm via Canvas
	Apr. 23	Group 5 Presentation Slides #2 Due - 11:59pm via Canvas
		<i>Case Study 10: George Tenet and the Last Great Days of the CIA</i>
	Apr. 24	Group 5 Presentation #2
		Read and Reference: Stillman Chapter 16
		The Politics of Public Budgets
	Apr. 26	Read: Stillman Chapter 12
		Read: <i>Case 11 (for all groups)- Death of a Spy Satellite Program</i>
		Quiz 6
	May 1	Reforming the Bureaucracy
		Read: Meier & Bohte Chapter 8
	May 3	Exam Review
	May 8 and 10	Final Week - Reading Days - No Class
	May. 11	Final Exam: Within 3:00pm to 3:00pm the next day

ATTENDANCE AND PARTICIPATION

Students are expected to attend class and engage in meaningful discussions over the material assigned for the day. This is an in-person class and attendance will be taken at the beginning of each class period.

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) or your health care provider PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Team at COVID@unt.edu for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure.

FACE COVERINGS

This is an in-person class. Though currently not mandated, please note that face covering guidelines could be changed by the university or appropriate authorities based on community health conditions. For now, you are encouraged to wear a face covering when indoors, regardless of vaccination status, to protect yourself (and others) from COVID infection, if you so wish.

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 otherwise late policy may not be waived.

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 of the 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.

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.