

**PUBLIC ADMINISTRATION**  
**Bluefield State College**  
**POSC 350—SPRING 2021**  
**January 11—May 3, 2021**  
**Section 001**  
**CRN: 20899**  
**MOODLE**

**Colin S. Cavell, Ph.D.**  
**Class: Online 24/7**  
**Office Hours: TBA**  
**VOICE: 304.327.4034 (W)**

**Course Room No.: cyberspace**  
**INTERNET: ccavell@bluefieldstate.edu**  
**Office No.: B120**  
**512-924-2364 (M)**

Examines the context within which public administrators at the national, state, and local level operate. Topics include the nature of bureaucracy, the legitimacy of public administrators in American governance, governmental budgeting and financial governance, administrative budgeting and financial management, administrative ethics, administrative theory, human resources management, intergovernmental relations, and the public policy process. PR: POSC 200 or POSC 210.

**Grading Policy:** 25% for Attendance which requires completing Online Chapter Quizzes and answering Chapter Class Discussion Questions (i.e.  $12\frac{1}{2}\% + 12\frac{1}{2}\%=25\%$ ); 25% for the Midterm Exam; 25% for the Research Paper; and 25% for the Final Exam. A Guidelines sheet will be posted outlining the requirements for your Research Paper.

**Grading Scale:** 90-100=A; 80-89=B; 70-79=C; 60-69=D; 0-59=F. These numerical scores correspond to the following evaluations: “A” = Excellent; “B” = Good; “C” = Satisfactory (NOTE: A grade of “C” or better is required in major courses); “D” = Poor (passing, except in major courses); “F” = Earned Failure (removed only by repeating the course; upon successfully passing the course, the first grade is “excluded” from grade point average. The second grade is “included” in the recalculation of the grade point average); and “I” = Incomplete.

**Soliya Connect Program:** Students are eligible to sign up for INST 492 “Soliya Connect Program” which is a virtual eight-week international cross-cultural exchange program for one additional hour of course credit. Information on the program can be found on the course Moodle page.

**Netiquette:** When sending me an email, **ALWAYS** put the course number (e.g. POSC 200) in the Subject Heading line on your message, as I teach many courses and have many students; consequently, with no reference to which course you are referring to, it is difficult to look it up. Also, always use your BSC email to communicate with me for class or official college communications.

**Institutional Learning Outcomes for General Studies:**

**ILO1: Communication [AAC&U WRITTEN AND AAC&U ORAL COMMUNICATION]**

Students will communicate effectively both orally and in writing.

**ILO2: Information Literacy [AAC&U INFORMATION LITERACY]**

Students will select appropriate resources, prioritize information in terms of relevance and reliability, question and evaluate the complexity of the information environment, and use information in an ethical manner.

**ILO5: Social, Artistic, and Cultural Literacy [AAC&U GLOBAL LEARNING AND AAC&U CIVIC ENGAGEMENT]**

Students will analyze and compare diverse social and cultural patterns, texts, and performances and will evaluate them from a global perspective.

**ILO6: Scientific Literacy [AAC&U INQUIRY AND ANALYSIS]**

Students will understand and apply scientific concepts and develop science inquiry and research skills.

**ILO7: Critical and Ethical Reasoning [AAC&U CRITICAL THINKING AND AAC&U ETHICAL REASONING]**

Students will interpret, analyze, and construct ethical arguments.

(effective August 8, 2013)

**Program Learning Outcomes:**

*PO2: Understand and/or apply basic knowledge of principles and methods found in the social sciences disciplines.*

*PO3: Communicate effectively within a social science area of concentration.*

*PO4: Critique, analyze, and assess topics, ideas, and/or sources within the social sciences disciplines.*

*PO5: Evaluate, select, and apply an appropriate research methodology in the social sciences.*

*PO6: Apply ethics across the social science disciplines.*

**Course Learning Outcomes:** Upon completion of POSC 350, students should:

CLO1: be able to read and provide an immanent critique of texts;

CLO2: be able to articulate arguments and examine their flaws;

CLO3: be familiar with the basics of logical, ethical, and dialectical reasoning;

CLO4: be familiar with essays, both pro and con, regarding public administration;

CLO5: have some familiarity of the various theories of public administration;

CLO6: have some understanding of governmental bureaucratic decision making, including rivalries and relations amongst various governmental departments and affected individuals and/or business enterprises;

CLO7: have some understanding of the history of bureaucratic organizations, the historical evolution of human societies, including struggles over rights and responsibilities, the many horrendous tragedies as well as numerous accomplishments of various peoples who struggled to overcome adversity in their unending quest for freedom, as well as the present division of society between rich and poor, the role of private corporate actors, and the quest for a unified community;

CLO8: be aware of the effects of race, gender, class, and other divisions on society and the effect of differing constitutional provisions amongst states to attempt to either enhance or dissipate such divisions, understanding how such divisions can lead to destabilizing a community and a society, as well as stimulating efforts to seek peace through administrative legal remedies and implementation;

CLO9: be conscious of ethical considerations in the development, implementation, and evaluation of administrative policies, ensuring that public policy is implemented to promote human development, the preservation of human rights and the environment, and to promote the welfare of the community;

CLO10: be able to articulate, either orally or in writing, a coherent, logical, and critically persuasive argument, embodying a defensible conception of human freedom, on a designated topic relating to public administration.

**Mission Statement:** The mission of Bluefield State College is to provide students an affordable, accessible opportunity for public higher education. An historically black institution, Bluefield State College prepares students for diverse professions, graduate study, informed citizenship, community involvement, and public service in an ever-changing global society. The College demonstrates its commitment to the student's intellectual, personal, ethical, and cultural development by providing a dedicated faculty and staff, quality educational programs, and strong student support services in a nurturing environment.

**Teaching Procedures:** This course will be taught fully online utilizing Moodle software. Individual work is required, such as submitting the Mandatory Name Assignment, completing assigned readings and online chapter quizzes, answering chapter discussion questions, submitting a research paper, and completing the online midterm and final exams, on the dates indicated.

**Interaction Plan:** This course will require continuous communication between you, the student, and myself, the instructor, utilizing the tools provided by the course Moodle page and related software, including as well the BSC email system. We shall follow the posted syllabus as our guide. NOTE that whenever you email me: 1) use your BSC email, as I will not respond to non-BSC email; and 2) ALWAYS put your course number in your email Subject Heading.

**Caveat Emptor (i.e. Buyer Beware):** This course is intense and requires a commitment by you, the student, to keep up with the readings and the work. By taking this course, you are making a **commitment** to purchase

the required text, **keep up with the chapter readings**, submit your **Research Paper** by the required due date, take the **Chapter Quizzes** and submit answers to the **Class Discussion Questions** as they arise, in addition to completing the **Midterm Exam** and **Final Exam** by the dates indicated.

**Academic Integrity Policy:** Academic integrity is expected of all students. This means that all work for this class must be undertaken and completed by you alone without collaboration from others. Any dishonesty in the performance of course work, such as plagiarism or cheating in other forms, will be reported. In the event the student is charged with some form of dishonesty, the Student Discipline Policy will be followed. The full text of the BSC Academic Integrity Policy can be found at: <https://catalog.bluefieldstate.edu/content.php?catoid=3&navoid=130&hl=Attendance+policy&returnto=search>. In addition, students should be aware that research paper assignments must be submitted to **Turnitin** for the purpose of checking for plagiarism. Submitted assignments will be included in the BSC dedicated database of assignments at Turnitin and will be used solely for the purpose of checking for possible plagiarism during the grading process during this term and in the future.

**Attendance Policy:** Attendance in class is mandatory. For an online course, this means that you must **regularly (i.e. at least once every two weeks)** login to the online course page, submit answers to each chapter discussion question, complete chapter quizzes and exams, and submit your research paper, etc., on the dates indicated.

**COVID-19 Absences:** If you have a documented excuse that you are unable to attend the in-class sessions due to illness or other temporary or emergency situation (e.g., self-quarantining, travel restrictions), you are still expected to complete all assignments by the deadlines. The school's policy on absences (excused and unexcused) is still in effect unless superseded by any exigency guidelines such as those for COVID-19 containment. If you are physically unable to complete the course requirements, you may receive an Incomplete grade for the semester until all work can be safely completed. Note that all Incompletes must be accompanied by medical or other official documentation. You will also have the option to withdraw from the course. Your instructor will work with you as best they can to accommodate individual circumstances while maintaining the course objectives and curriculum requirements. Individual cases will be decided by your instructor with the guidance of the Chair of the Department, the Dean, and in the cases of international students, the Director of International Initiatives.

**Mandatory Name Assignment:** All of you should first complete the Mandatory Name Assignment by the end of the first week of class. Read the instructions below for the first assignment which requires you to send me your name in Microsoft Word format as an attachment. Yes, your name must be in a file sent as an attachment, so **do NOT send me your name in an email message and think that you have completed this assignment**. Send the attachment to my HCC email address, i.e. [ccavell@bluefieldstate.edu](mailto:ccavell@bluefieldstate.edu). Once I receive it, you will have a "completed" noted on your grade sheet on the course Moodle page under "Mandatory Name Assignment". The reason for this exercise is that you need to know how to send a Microsoft Word attachment, because later in the course you will each have to upload and submit a copy of your research papers formatted in Microsoft Word to the Turnitin website as well as sending me a copy to my BSC email. Remember: **use Microsoft Word** and **not** Microsoft Works as an editor. Also note that the Research Paper Guidelines have been updated and will tell you all you need to know to complete the Research Paper.

**Online Class Discussion Policy:** Each of you will receive each Chapter Class Discussion Question in your email each week. At the bottom of the chapter question, there is a hyperlink "Reply" button. Simply click this "Reply" button and submit your answer to the chapter question. [Alternatively, click on the "Class Discussion Forum" icon on the course Moodle page and then click on the Chapter Class Discussion Question you wish to answer; go to the bottom of the question and click on the hyperlink "Reply" button and submit your answer.] **Each student must make at least one entry per each Chapter Class Discussion question.** Make sure you **simply hit the reply button on the Discussion Question which is posted to submit your answer**, so that the Subject Heading is the same as the Discussion Question, in order to get credit for that Chapter's Discussion Question. Note that each student **MUST** provide their own answer to each question. **DO NOT SUBMIT ATTACHED ANSWERS. YOU MUST TYPE YOUR REPLY IN THE DISCUSSION SECTION SO THAT ALL CAN READ IT WITHOUT OPENING UP AN ATTACHMENT. Copying from any other student's answer or simply repeating what other students have written constitutes**

**plagiarism and will be dealt with harshly.** Also, you will not be able to view other students' responses until you have submitted one of your own first. Note that, like the quizzes, you must complete all chapter discussion questions by the **Last Day of Classes by 11:55 p.m.** in order to receive 12.5% credit (i.e. half of 25% for the Quizzes and 12.5% for the Discussion Questions).

**Quiz and Test Policy:** You will have **three possible attempts** with each chapter quiz to make your highest score. On the Midterm and Final Exams, you will have **only one possible attempt** to make your highest score. Your chapter quizzes will become accessible on the date indicated online and you will have until **the Last Day of Classes at 11:55 p.m.** to take them. The Midterm and Final Exams will be accessible on the date indicated online and on the syllabus and **you will have only 120 minutes to complete each exam.** If you attempt to utilize the course textbook to answer the questions on the Midterm and Final Exams, you will likely run out of time. **Make sure to complete both the Midterm Exam and the Final Exam by the stipulated dates.** The Midterm Exam will cover chapters 1-7. The Final Exam will cover Chapters 8-14. Questions on the Midterm and Final Exams will come directly from the chapter quizzes.

**Special Note About the Chapter Quizzes:** Each Chapter Quiz contains at least thirty questions and, sometimes, more. However, do not be discouraged by this, because you will NOT be graded on how many answers you get wrong or right on the Chapter Quizzes but, rather, you will be graded simply on whether or not you took each Chapter Quiz at least once. Yes, you read that correctly. All you need to do in order to receive your 12.5% credit (i.e. half for the Quizzes and 12.5% for the Discussion Questions, for a total of 25% for Attendance) for completing the Chapter Quizzes is to simply attempt to take each Chapter Quiz at least once. Make sure you click the "Submit" button at the end of each Chapter Quiz so that Moodle notifies me that you have taken the quiz. By completing the chapter quizzes, you will also be preparing yourself for the Midterm and Final Exams, as the questions on the exams will come directly from the chapter quizzes.

**Communication Policy:** There are no synchronous or on-site requirements for this online distance learning course. I am teaching this course from Bluefield, West Virginia, and we may not be able to meet directly in person as some of you are far from here. Nevertheless, I will login to the course regularly to answer email, respond to bulletin board questions, etc. If you have a question, email me at [ccavell@bluefieldstate.edu](mailto:ccavell@bluefieldstate.edu).

**Withdrawal Policy:** Academic Withdrawal from the course prior to the deadline date for withdrawal as published within the academic calendar is accomplished by securing a change in schedule form and having it signed by appropriate persons. Blank copies of the change in schedule form are available in the offices of the Registrar, the Vice President for Academic Affairs (Provost), the Dean and your advisor. After obtaining the required signatures, the student must submit, prior to the deadline date, the change in schedule form to the Office of the Registrar.

**ADA Accommodation:** Any student who feels s/he may need an accommodation based on the impact of a disability should contact the Academic Success Center at 304-327-4097 in Basic Science 113 to coordinate reasonable accommodations for students with documented disabilities.

**Accessibility Statement:** Bluefield State College is committed to providing students, faculty and staff with access to its facilities and the technology and information they need to succeed in and out of the classroom, and that these resources are accessible in accordance with applicable law.

**Accommodation Requests:** If you encounter something that is not accessible, please use the following contact information for submitting requests:

**For Students:** Students who need accommodations should contact Carolyn Kirby, ADA Services Coordinator at [ckirby@bluefieldstate.edu](mailto:ckirby@bluefieldstate.edu) or call (304) 327-4098.

**Assistive Technology:** Students needing assistive technology, should contact Carolyn Kirby, ADA coordinator at [ckirby@bluefieldstate.edu](mailto:ckirby@bluefieldstate.edu) or (304) 327-4098.

**Academic Success Center:** Basic Science 110, phone: (304) 327-4095. Tutoring is provided in almost every class offered at BSC. Not only can we help you if you are having problems in a class, but we can also work with you if you just need a little extra help to make that "A" or "B". Our peer tutors also serve as mentors to participants and assist them in the "ins and outs" of college life and refers students to appropriate campus resources when necessary.

**Blue Stars:** Basic Science 111, phone (304) 327-4228. The Blue Stars Center provides tutoring services for students who do not qualify for SSS and also for students who are struggling academically.

Both programs provide study skills workshops to assist students in gaining knowledge and skills to become better students.

All students will be screened in BS 113 to determine which program will best suit their needs.

**Services for Disabled Students:** Based on documentation and recommendation of services from physicians and therapists, the following services can be provided to students with disabilities:

- extended test time
- proctored tests
- adaptive software
- note-takers
- sign-language interpreters
- and more (depending on the recommendation of therapist and/or physician).

**Free Tutoring Services Available:** BSC offers tutor.com **free online tutoring for all BSC students** in the following subjects: Math; Accounting, Managerial Accounting, Financial; Writing (all subjects); Grammar; Microeconomics; Macroeconomics; Statistics; Spanish. Chemistry, etc. This service is free and available 24 hours a day to all BSC students. Go to <http://www.smarthinking.com/> and follow these instructions.

Required Texts:

Kettl, Donald F. 2019. Politics of the Administrative Process, Eighth Edition. Thousand Oaks, CA: CQ Press/SAGE. [ISBN: 978-1-5443-7434-5], pp. 483, Paperback.

**\*\*\*This class is a fully online Moodle course and students will be able to access supplemental materials on the BSC Moodle website.\*\*\***

**Jan. 11 [Monday]:** First Day of Classes

**Mandatory Name Assignment:** Log on to the course webpage and familiarize yourself with the course content, icons, syllabus, Moodle links, etc. Each student **must** send me an attachment to my **BSC email at [ccavell@bluefieldstate.edu](mailto:ccavell@bluefieldstate.edu)** a document **spelling out your complete name**. This document **MUST** be composed in Microsoft Word and **SENT AS AN ATTACHMENT**. As your research paper at the end of the semester **must be composed in Microsoft Word** and sent as an attachment, you must master this task at the beginning of the semester. Remember to send your Mandatory Name Assignment as a Microsoft WORD file and NOT a Microsoft WORKS file.

**Jan. 11-15 [Week One]:** Accountability

**Readings:** Kettl, Ch. 1

**Assignment:** Complete Quiz for Chapter 1 and answer Chapter 1 Class Discussion Question.

**Jan. 18 [Monday]: Martin Luther King, Jr. Holiday—College closed (no classes)**

**PART I: THE JOB OF GOVERNMENT**

**Jan. 18-22 [Week Two]: What Government Does—And How It Does It**

**Readings:** Kettl, Ch. 2

**Assignment:** Complete Quiz for Chapter 2 and answer Chapter 2 Class Discussion Question.

**Jan. 25-29 [Week Three]: What is Public Administration?**

**Readings:** Kettl, Ch. 3

**Assignment:** Complete Quiz for Chapter 3 and answer Chapter 3 Class Discussion Question.

**PART II: ORGANIZATIONAL THEORY AND THE ROLE OF GOVERNMENT’S STRUCTURE**

**Feb. 1-5 [Week Four]: Organizational Theory**

**Readings:** Kettl, Ch. 4

**Assignment:** Complete Quiz for Chapter 4 and answer Chapter 4 Class Discussion Question.

**Feb. 8 [Monday]: Soliya Connect Program: Student Registration begins**

**Feb. 8-12 [Week Five]: The Executive Branch**

**Readings:** Kettl, Ch. 5

**Assignment:** Complete Quiz for Chapter 5 and answer Chapter 5 Class Discussion Question.

**Feb. 15-19 [Week Six]: Organization Problems**

**Readings:** Kettl, Ch. 6

**Assignment:** Complete Quiz for Chapter 6 and answer Chapter 6 Class Discussion Question.

**Feb. 22 [Monday]: Soliya Connect Program: Student Registration deadline**

**Feb. 22-26 [Week Seven]: Administrative Reform**

**Readings:** Kettl, Ch. 7

**Assignment:** Complete Quiz for Chapter 7 and answer Chapter 7 Class Discussion Question.

**Feb. 26-Mar. 4 [Week Eight]: Midterm Exam Online [Click on Quizzes and then on “Midterm Exam”]. You will have 120 minutes to complete the exam and only one attempt. You must complete the Midterm Exam by 11:55 p.m. on March 4, 2021.]**

**Mar. 5 [Friday]: Mid-Semester grades due to Registrar**

**PART III: PEOPLE IN GOVERNMENT ORGANIZATIONS**

**Mar. 8-12 [Week Nine]: The Civil Service**

**Readings:** Kettl, Ch. 8

**Assignment:** Complete Quiz for Chapter 8 and answer Chapter 8 Class Discussion Question.

**Mar. 15 [Monday]: Soliya Connect Program launch – first day of discussion groups**

**Mar. 15-19 [Week Ten]:** Human Capital

**Readings:** Kettl, Ch. 9

**Assignment:** Complete Quiz for Chapter 9 and answer Chapter 9 Class Discussion Question.

**Mar. 22-26 [Week Eleven]:** Decision Making: Rationality and Risk

**Readings:** Kettl, Ch. 10

**Assignment:** Complete Quiz for Chapter 10 and answer Chapter 10 Class Discussion Question.

**Mar. 26 [Friday]:** Last Day to Drop a class and receive a grade of “W”

**Mar. 29-Apr. 2 [Week Twelve]:** Budgeting

**Readings:** Kettl, Ch. 11

**Assignment:** Complete Quiz for Chapter 11 and answer Chapter 11 Class Discussion Question.

**Apr. 5-9 [Week Thirteen]:** Implementation and Performance

**Readings:** Kettl, Ch. 12

**Assignment:** Complete Quiz for Chapter 12 and answer Chapter 12 Class Discussion Question.

**April 11 [Sunday]: [Research Papers Due]**

**Assignment:** Research Papers Due today. Submit a copy of your Research Papers to Turnitin. Click on the Turnitin button on the course Moodle page for submission instructions. Also, send an electronic copy to me by email as a Microsoft Word attachment to ccavell@bluefieldstate.edu.

**Apr. 12-16 [Week Fourteen]:** Regulation and the Courts

**Readings:** Kettl, Ch. 13

**Assignment:** Complete Quiz for Chapter 13 and answer Chapter 13 Class Discussion Question.

**Apr. 19-23 [Week Fifteen]:** Accountability and Politics

**Readings:** Kettl, Ch. 14

**Assignment:** Complete Quiz for Chapter 14 and answer Chapter 14 Class Discussion Question.

**Assignment:** Complete all Quizzes, Chs. 1-14, and answer all Class Discussion Question, Chs. 1-14.

**Apr. 23 [Friday]:** Last day of classes. All course work **MUST** be completed by this date. No submissions will be accepted after this date.

**Apr. 23-30: Final Exam** [Click on Quizzes and then on “Final Exam”. You will have 120 minutes to complete the exam and only one attempt. You must complete the Final Exam by 11:55 p.m. on April 30, 2021.]

**May 3 [Monday]:** Final grades due to Registrar by 12:00 Noon electronically.