

**SYLLABUS
EPS 738 001
WRI-C321**

SPRING, 2006

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OVERVIEW

The course is designed to give a general overview of value and ethics in public sector decision making and in organizational management as well as a heightened sensitivity and awareness to decision making in a public sector environment. Upon completion of the course, students should be able to formulate meaningful distinctions between the substance of public service ethics and one's own value system, understand and articulate a reasonable breadth of issues treated in the public service literature and demonstrate proficiency interpreting these professional readings and integrate course issues with a (broader) knowledge of public administration and applied organization theory.

Prerequisites

Graduate standing in the public administration program; graduate standing in the social work or other educational program and acceptance in the administrative practice and planning concentration; or admittance as a special graduate student. Students are expected to demonstrate basic knowledge in analytic and practical skills that will allow them to participate in the governance of program and services, which is increasingly characterized by uncertainty, ethical dilemmas and challenges as well as scarce resources

REQUIRED TEXT AND READING

Required:

Cooper, Terry L., The Responsible Administrator: An Approach to Ethics for the Administrative Role (Jossey Bass) 1998, ISBN 0787941336.

Frederickson, H. George, Ethics and Public Administration (M.E. Sharpe) 1993, ISBN 1-56324-096-3.

Hackman, Michael Z and Craig E. Johnson, Leadership: A Communication Perspective, (Waveland Press) 2004, ISBN 1-57766-284-9.

Optional:

Berman, Evan M. and James Bowman, Jonathan West, Human Resource Management in Public Service: Paradoxes, Processes and Problems, (Sage Publications) ISBN 0761917535

Dobel, J. Patrick, Public Integrity, (Johns Hopkins Press), ISBN 0801859301

Johnson, Craig, Meeting the Ethical Challenges of Leadership: Casting Light or Shadow, (Sage Publications) ISBN 0761923349.

There may be additional assigned reading that will be made available through distribution in class, websites or through reserve at the University library.

INSTRUCTOR

Christine G. Springer - Founder and Principal of **Red Tape Limited** a management, marketing and organizational development firm incorporated in 1986 with offices in Nevada and Arizona. The firm specializes in *capacity building* and *management support* services. Her clients include Clark County where she delivers ethics programming for the management team monthly. Christine grew up in Las Vegas and is a graduate of Western High School. She was named one of the *100 Most Intriguing People in the World* by the American Biographical Institute and International Who's Who (2003) and Nevada Business Leader of the Year at 2004 Congressional Tax Summit based upon her "contributions to Society and the expectation that she will continue to contribute as a role model, activist and achiever."

She is on faculty at ICMA (International City/County Managers' Association) University and is Associate Editor of the *Public Administration Review*. She has served as Associate Professor at Arizona State University in the College of Public Programs where she co-founded the Nonprofit Management Center degree program. Christine is recognized as a top woman business-owner, is included in *Top 50 Women Business-Owners in Arizona (1995-1999)*; *Who's Who in America (2001-2003)*; *Who's Who in Professional Business Women (2001-2003)*; *Who's Who – Great Minds of the 21st Century 2002*, *International Who's Who of Professional & Business Women (since 2000)*. She has been elected to membership in the National Academy of Public Administration - a Congressional think tank founded in 1967- and- the American College of Healthcare Executives . She has served as President of the American Society of Public Administration, as a Baldrige Award Examiner and a State Quality Examiner and as President of a Chamber of Commerce . Christine is a graduate of the University of Arizona (BA), the Arizona State University (MPA) and Indiana University (Ph.D).

COURSE FORMAT, REQUIREMENT AND GRADING

Your grade will be based primarily on two written assignments and two examinations.

One Review of An Article due February 27. (15%)

Mid-term on March 6 (20%)

Spring Break March 13

Written Concept of Practice Paper Due on March 27

Practice Paper due April 24. (20%)

Paper Presentation May 1 (15%)

Final Exam on May 8 (20%)

Class participation – an active participation in the classroom discussion is strongly encouraged and such participation may influence how borderline grades may finally be determined. Students are expected to be on time at the beginning of the class and return promptly after breaks.

Class attendance – regular attendance is absolutely required. Unexcused absences may lead to administrative withdrawal or a failing grade in the course.

Assignments – assigned materials must be submitted on time. Delays beyond the Specified deadlines will not be accepted.

Class sessions will be a mix of lecture, class discussions and in-class exercises and will be tailored as much as possible to student interests within the context of graduate level education. I expect all students to be prepared to discuss assigned readings in class and to participate actively in class exercises and discussion. I reserve the right to take attendance and participation into account when determining your final grade. Finally, if you wish to know your course grade before official grade reports are mailed, give me a self-addressed, stamped envelope and I will mail your grade to you. Alternatively, if you give me your e-mail address in class or with your last take-home exercise, I will e-mail your grade to you.

Copyright Considerations – The University requires all members of the University Community to familiarize themselves and to follow copyright and fair use requirements. YOU ARE INDIVIDUALLY AND SOLELY RESPONSIBLE FOR VIOLATIONS OF COPYRIGHT AND FAIR USE LAWS. THE UNIVERSITY WILL NEITHER PROTECT NOR DEFEND YOU NOR ASSUME ANY RESPONSIBILITY FOR EMPLOYEE OR STUDENT VIOLATIONS OF FAIR USE LAWS. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. To familiarize yourself with copyright and fair use policies, the University encourages you to visit its copyright website at: <http://www.unlv.edu/committees/copyright/>.

Disability Resource Center (DRC) – This unit coordinates all academic accommodations for students with documented disabilities. This is the official office to review and house disability documentation for students, and to provide them with an official service letter to present to the faculty if an accommodation is warranted.

- **The UNLV Disability Resource Center (DRC) houses the resources for students with disabilities. If you have a documented disability that may require accommodations, you will need to contact the DRC for the coordination of services. The DRC is located in the Student Services Complex (SSC), Room 137. Their numbers are: VOICE 895-0866 / TDD 895-0652 / FAX 895-0651. For additional information, please visit: <http://www.unlv.edu/studentlife/drc>**

CASE STUDIES

AS PART OF OUR DISCUSSIONS, WE WILL BE READING SEVERAL CASE STUDIES WHICH ARE AVAILABLE FOR PURCHASE FROM THE KENNEDY SCHOOL (KSG) ([HTTP://WWW/KSGCASE.HARVARD.EDU/](http://www.ksgcase.harvard.edu/)) OR THROUGH MY WEBSITE UNDER CASE STUDIES FROM THE ELCTRONIC HALLWAY (WWW.REDTAPELIMITED.COM)

OFFICE HOURS:

YOU ARE ENCOURAGED TO CONTACT ME AND TO STOP IN DURING OFFICE HOURS TO TALK ABOUT ANY PROBLEMS OR SUGGESTIONS THAT YOU HAVE CONCERNING THE COURSE, YOUR CAREER, OR JUST THINGS IN GENERAL. IF YOU FIND SCHEDULED HOURS ARE NOT CONVENIENT, PLEASE FEEL FREE TO SCHEDULE AN APPOINTMENT EITHER BY E-MAILING ME OR BY CALLING ME VIA CELL PHONE.

RebelMail:

Your UNLV e-mail account (RebelMail) is one of the primary ways that you will receive official university communications about deadlines, major campus events and announcements. All UNLV students receive a RebelMail account after being admitted and it may be forwarded to your personal or work e-mail. For more information: (<http://rebelmail.unlv.edu/>).

Papers and Class Requirements

Students are required to prepare one written review of an article on organizational ethics (3-10 pages) and one Practice Paper. The Article Review is expected to be of a professional journal article and of research quality and should serve as preparation for the Practice Paper. The Practice Paper is a comprehensive paper covering the major conceptual and applied objectives and outcomes for the course. It involves selecting an appropriate topic in consultation with the instructor. The paper will involve researching the historical and contemporary literature on the topic (including relevant theories), presenting what trends appear to be emerging, and recommendations for innovative ways to deal with the topic in the field of public or business administration. Research beyond the readings in this class is encouraged and contact with local experts in the community will need to occur. It should be article length (10-15 typed double-spaced paper) and follow a standard research format such as American Psychological Association (<http://www.apastyle.org/>) Students may submit additional reviews of articles for extra credit.

CLASS PROGRAMMING AND ASSIGNMENTS

January 23-30

BACKGROUND AND CONTEXT

COOPER (CHAPTERS ONE AND TWO)

FREDERICKSON (PART ONE)

HACKMAN AND JOHNSON (CHAPTER ELEVEN)

February 6

GUIDING PRINCIPLES

COOPER (CHAPTERS THREE AND FOUR)

FREDERICKSON (PART TWO AND THREE)

HACKMAN AND JOHNSON (CHAPTER ONE AND TWO)

- February 13-27**
WHAT ROLE LEADERSHIP?
HACKMAN AND JOHNSON (CHAPTERS THREE THROUGH EIGHT)
- February 27** **ARTICLE REVIEW - PRESENTATIONS**
- MARCH 3-17** **FOR THE COMMON GOOD**
COOPER (CHAPTERS FIVE AND SIX)
DOBEL (CHAPTERS FIVE AND SIX)
HACKMAN AND JOHNSON (CHAPTER TEN)
- March 6** **MID-TERM**
- March 13** **SPRING BREAK**
- March 20-27**
MORAL VALUE AND INDIVIDUAL RESPONSIBILITY
COOPER (CHAPTERS SEVEN)
DOBEL (CHAPTER SEVEN AND EIGHT)
CONCEPT OF PRACTICE PAPER DUE
- April 3-10** ***PUTTING IT INTO PRACTICE***
COOPER (CHAPTER EIGHT)
HACKMAN AND JOHNSON (CHAPTER 12)
FREDERICKSON (PART FOUR)
- April 24** ***PRACTICE PAPERS DUE. .***
- May 1** ***PAPER PRESENTATIONS.***
REVIEW AND DISCUSSION OF CODE OF ETHICS FOR THE 21ST
CENTURY
- May 8** **FINAL EXAM**