

PAD 6434: Leadership and Ethics in Public Agencies

Fall Semester 2020

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Class Hours: Wednesdays 5-7, (11:45 AM - 2:45 PM))

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Course Description

This course aims to provide students with a solid foundation in the normative dimensions of public administration. That is, the ethical implications of the decision-making process involving the design, implementation, evaluation, monitoring, and enforcement of public policies. Some of the questions that will guide us are: What kinds of authority do public administrators have in a liberal democratic society? How do codes of ethics change over time and across cultures? What is misuse of administrative authority? How should administrative responsibility be defined? How (formally and informally) responsible are public servants for the policy they help to implement? Who sets the standard to say what public servant behavior is morally acceptable and what is not? What techniques can individual administrators use for evaluating ethical dilemmas they face? What are the strengths and/or weaknesses of internal and external control procedures? What is wrong with administrative discretion? What are the most problematic issues concerning whistle-blowing? How can ethical behavior in public service be promoted?

Course Objectives:

Upon completing this course you should be able to:

- Recognize the normative dimensions and implications of public administration
- Gain knowledge about the available instruments and strategies for dealing normative issues in public service
- Justify an ethical decision-making model for the public administrator.
- Apply normative theory to address contemporary public administration problems.

Course Requirements

This course will have five instances of evaluation. Students will be evaluated based on their participation in class, two class presentations, a research paper proposal, a research paper presentation, and a research paper. The characteristics of each instance of evaluation are explained below.

1. **Participation:** Students are expected to come to class with the readings completed and prepared for discussion. Absence will adversely affect your participation grade. Participation will represent 20% of the final grade.
2. **Class presentations:** Each student is expected to orally present a summary of at least two of the assigned readings for this course. These 20-minute presentations will be distributed and scheduled during the first day of class. Presentations will represent 20 % of the final grade (10 % each)
3. **Research Paper Prospectus:** The prospectus should be about five pages long and should include the following elements: (1) an introduction describing and explaining a research question, (2) a literature review about the identified research problem, (3) a working bibliography. This item will represent the 15 % of the final grade. **The research proposal is due on: 11/04/2020.**
4. **Research paper Presentation:** Each student will give a 25-minute live presentation to the class on the research proposal towards his or her final research paper. Class presentations will take place during the last two weeks of class. This item will represent the 15 % of the final grade. **Class presentations will take place during the last two weeks of class.**
5. **Research Paper:** Each student must write an academic paper (no more than 12- single-spaced- pages written in Times New Roman). The academic paper should analyze a controversial issue in public administration, identify alternative views to address that problem, and evaluate potential solutions. The final paper will represent 30% of the student's total grade. **Deadline: 12/16/2020**

Grade Distribution:

Class participation	20%
Class presentations	20%
Research paper proposal	15%
Research paper presentation	15%
Final Paper	30%

Letter Grade Distribution:

>= 94	A	74 - 76	C
90 - 93	A-	70 - 73	C-
87- 89	B+	67 - 69	D+
84 - 86	B	64 - 66	D
80 - 83	B-	61 - 63	D-
77 - 79	C+	<61	F

Important Dates:**Class presentations:** Last two weeks of the course**Research paper proposal:** 11/04**Final Paper :** 12/16**Course Policies¹****During Class**

These are challenging times for the whole world. We are a diverse group of people, and every one of us has a different relationship with the pandemic and its consequences. It is crucial to treat your instructor and classmates with respect and kindness during class meetings and activities. For more information on netiquette guidelines, see the [UF Netiquette Guide for Online Courses](#).

Attendance Policy*

Attendance at all lectures is mandatory and will be recorded. A penalty of one point will be subtracted from the final grade for each unexcused absence. Late work is not accepted. Exceptions include documented illness, legal, or civic/university duty situations. If you miss an assignment and have a valid excuse, please email me within the same week to evaluate the situation and eventually arrange a makeup. "The requirements for class attendance and make-up exams, assignments, and other work in this course are consistent with university policies". [Click here to read the university attendance policies.](#)"

Privacy

Unauthorized audio or video recordings of the class are not allowed.

Grading Policy*

This course is consistent with current UF grading policies for assigning grade points. For detailed information, visit this [link](#).

Academic Integrity and Honesty*

"UF students are bound by The Honor Pledge which states, "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor

¹The items with an asterisk(*) are textually copied from [UF Policy on Course Syllabi](#).

and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." The Honor Code specifies a number of behaviors that are in violation of this code and the possible sanctions. [Click here to read the Honor Code](#). Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor or TAs in this class."

Accommodations for Disabilities*

"Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the disability Resource Center. [Click here to get started with the Disability Resource Center](#). It is important for students to share their accommodation letter with their instructor and discuss their access needs, as early as possible in the semester."

Online Course Evaluation*

"Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. [Click here for guidance on how to give feedback in a professional and respectful manner](#). Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via ufl.bluer.com/ufl/. Summaries of course evaluation results are available to students here."

Technical Support*

E-learning technical support: Contact the [UF Computing Help Desk](#) at 352-392-4357 or via e-mail at helpdesk@ufl.edu.

Health and Wellness*

- U Matter, We Care: If you or someone you know is in distress, please contact umatter@ufl.edu, 352-392-1575, or visit [U Matter, We Care](#) website to refer or report a concern and a team member will reach out to the student in distress.
- Counseling and Wellness Center: Visit the [Counseling and Wellness Center website](#) or call 352-392-1575 for information on crisis services as well as non-crisis services.
- Student Health Care Center: Call 352-392-1161 for 24/7 information to help you find the care you need, or [visit the Student Health Care Center](#) website.
- University Police Department: [Visit UF Police Department website](#) or call 352-392-1111 (or 9-1-1 for emergencies).
- UF Health Shands Emergency Room / Trauma Center: For immediate medical care call 352-733-0111 or go to the emergency room at 1515 SW Archer Road, Gainesville, FL 32608; [Visit the UF Health Emergency Room and Trauma Center website](#).

Disclaimer

The syllabus is a statement of intent. Please note that the schedule of activities and procedures in this course are subject to change due to unforeseen circumstances. Any change in the syllabus will be communicated to all students in the class. Changes will be posted on Canvas and announced in class.

Course Outline

Readings: All the required and recommended readings are available in [Canvas](#).

Week	Content/Reading assignments
Week 1	<ul style="list-style-type: none"> ● Introduction: Philosophical Perspectives in Administrative Ethics <ul style="list-style-type: none"> – Stephen Bailey. “Ethics and the Public Service”. <i>Public Administration Review</i>. (Dec 1964). – Thompson, Dennis F. 1985. “The possibility of administrative ethics.” <i>Public Administration Review</i> : 555-561. – Wakefield, Susan. “Ethics and the Public Service: A Case for Individual Responsibility”. <i>Public Administration Review</i>. Nov-Dec 1976. – Cooper, Terry. 2004. “Big questions in administrative ethics...” <i>Public Administration Review</i> 64(4), pp. 395-40
Week 2	<ul style="list-style-type: none"> ● Administrative Responsibility (I) <ul style="list-style-type: none"> – Friedrich, Carl. 1940. “Public policy and the nature of administrative responsibility” – Finer, Herman. 1941. "Administrative responsibility in democratic government." <i>Public Administration Review</i> 1 (4): 335–350. – Jos, Philip (1990). “Administrative Responsibility Revisited,” <i>Administration and Society</i> 22(2), pp. 228-48. – Schafer, Arthur. 1999. “A wink and a nod: a conceptual map of responsibility and accountability in bureaucratic organizations.” <i>Canadian Public Administration</i> 42(1), pp. 5–25.
Week 3	<ul style="list-style-type: none"> ● Administrative Responsibility (II) <ul style="list-style-type: none"> – Wachs, Martin. 1982. “Ethical dilemmas in forecasting for public policy.” <i>Public Administration Review</i> 42 (6): 562-567. – Ventriss, Curtis. 2012. “Democratic Citizenship and Public Ethics” <i>Public Integrity</i> 14(3): 283–297 – Bryer, Thomas A. 2007. “Toward a relevant agenda for a responsive public administration.” <i>Journal of Public Administration Research and Theory</i> 17 (3): 479-500. – Frederickson, George.1990. “Can public officials correctly be said to have obligations to future generations”. <i>Public Administration Review</i> 54 (5), pp. 457–464.
Week 4	<ul style="list-style-type: none"> ● Administrative evils <ul style="list-style-type: none"> – Danny L. Balfour and Guy B. Adams. 2004. <i>Unmasking administrative evil</i>. Routledge, 2014. (Chapter 1) – Mark Hoffman, Jeremy Pyne and Maria Gajewski. 2012. “Ten Masks of Administrative Evil”, <i>Administrative Theory and Praxis</i>. (March 2012) – Melvin J Dubnick and Jonathan B. Justice. 2006. “Accountability and the evil of administrative ethics.” <i>Administration & Society</i> 38.2 (2006): 236–267.

<p>Week 5</p>	<ul style="list-style-type: none"> • Internal Controls: Ethics Education – Kernaghan, Kenneth. 2003. "Integrating values into Public Service: the values statement as centerpiece." <i>Public Administration Review</i> 63(6), pp. 711-19. – Roberts, Robert. "The rise of compliance-based ethics management: Implications for organizational ethics." <i>Public Integrity</i> 11.3 (2009): 261-278. – Rohr, John A. 1976. "The study of ethics in the PA curriculum." <i>Public Administration Review</i>: 398-406. – Mayer, Richard T., and Michael M. Harmon. "Teaching moral education in public administration." <i>Southern Review of Public Administration</i> (1982): 217-226.
<p>Week</p>	<p>Content/Reading assignments</p>
<p>Week 6</p>	<ul style="list-style-type: none"> • External Controls: Codes of Ethics – Ralph Clark Chandler. 1983. "The Problem of Moral Reasoning in American Public Administration: The Case for a Code of Ethics". <i>Public Administration Review</i>. (Jan-Feb 1983). – Richard Blake, et al. "The Nature and Scope of State Government Ethics Codes". <i>Public Productivity and Management Review</i>. (June 1998). – Bowman and Knox. "Ethics in Government: No Matter How Long and Dark the Night". <i>Public Administration Review</i>. (Jul/Aug 2008). – Kernaghan, Kenneth (1997). "Towards a public-service code of conduct ? and beyond.?", <i>Canadian Public Administration</i> 40(1), pp. 40-54. – Huddleston, Mark W., and Joseph C. Sands. "Enforcing administrative ethics." <i>The Annals of the American Academy of Political and Social Science</i> 537.1 (1995): 139-149
<p>Week 7</p>	<ul style="list-style-type: none"> • Discretionality – Goodin, Robert E. 1986. "Welfare, rights and discretion." <i>Oxford Journal of Legal Studies</i>, Vol. 6, No. 2 (Summer, 1986), pp. 232-261 – O'Kelly, Ciaran, and Melvin J. Dubnick. "Taking tough choices seriously: Public administration and individual moral agency." <i>Journal of Public Administration Research and Theory</i> 16.3 (2006): 393-415. – Molander, Anders, Harald Grimen, and Erik Oddvar Eriksen. "Professional discretion and accountability in the welfare state." <i>Journal of Applied Philosophy</i> 29.3 (2012): 214-230.

Week	Content/Reading assignments
Week 8	<ul style="list-style-type: none"> • Corruption <ul style="list-style-type: none"> – Ceva, Emanuela, and Maria Paola Ferretti. "Political corruption." <i>Philosophy Compass</i> 12.12 (2017): e12461. – Thompson, Dennis F. "Theories of institutional corruption." <i>Annual Review of Political Science</i> 21 (2018): 495-513. – Ferretti, Maria Paola. "A taxonomy of institutional corruption." <i>Social Philosophy and Policy</i> 35.2 (2018): 242-263.
Week 9	<ul style="list-style-type: none"> • Whistleblowing <ul style="list-style-type: none"> – Delmas, Candice. "The ethics of government whistleblowing." <i>Social Theory and Practice</i> (2015): 77-105. – Bocchiola, Michele. "The Distinctiveness of Whistleblowing." <i>The Journal of Value Inquiry</i> (2020): 1-20. – Ceva, Emanuela, and Michele Bocchiola. 2019. "Theories of whistleblowing." <i>Philosophy Compass</i>: e12642.
Week 10	<ul style="list-style-type: none"> • Administrative Ethics in the World (I) <ul style="list-style-type: none"> – Stuart Gilman and Carol Lewis. 1996. "Public Service Ethics: A Global Dialogue". <i>Public Administration Review</i>. Vol 56 – Louis Gawthrop. 2006. "Public Administration in a Global Mode with Sympathy and Compassion". <i>Public Integrity</i>. Vol 7 – John Milton-Smith. 2002. "Ethics, the Olympics and the Search for Global Values". <i>Journal of Business Ethics</i>. Vol 35, No 2. – Stewart, Debra W., Norman A. Sprinthall, and Jackie D. Kem. "Moral reasoning in the context of reform: A study of Russian officials." <i>Public Administration Review</i> 62.3 (2002): 282-297.

Week	Content/Reading assignments
Week 11	<ul style="list-style-type: none"> ● Administrative Ethics in the World (II) <ul style="list-style-type: none"> - De Vries, Michiel S. "Can you afford honesty? A comparative analysis of ethos and ethics in local government." <i>Administration and Society</i> 34.3 (2002): 309-334. - Kolthoff, Emile, Rodney Erakovich, and Karin Lasthuizen. "Comparative analysis of ethical leadership and ethical culture in local government: The USA, The Netherlands, Montenegro and Serbia." <i>International Journal of Public Sector Management</i> 23.7 (2010): 596-612. - Lui, Terry T., and Terry L. Cooper. "Values in flux: Administrative ethics and the Hong Kong public servant." <i>Administration and Society</i> 29.3 (1997): 301-324.
Week 12	<ul style="list-style-type: none"> ● Students' Presentations (I)
Week 13	<ul style="list-style-type: none"> ● Students' Presentations (II)