

PAD 630 Final Project Guidelines and Rubric

Overview

Understanding the organizational, legal, and cultural differences between managing in the public sector versus the private sector is vital to organizational success. Public managers face unique challenges (both ideological and practical), which is why an understanding of the dynamic interaction of theory and practice is important. In addition, public managers need to understand the enduring issues and evolving tools required in public service.

For the final project, you will write a **white paper** focusing on an organizational, a legal, or a cultural challenge in the field of public administration. Early in the course, you will select an issue that is of interest to you. Your chosen challenge will act as the lens through which you will examine the impacts of various theories on the practice of public administration. You will also assess the role of the executive, judicial, and legislative branches in developing public policy, and you will evaluate budgeting techniques and communication strategies for their effectiveness.

The project is divided into **three milestones**, which will be submitted at various points throughout the course to scaffold learning and ensure quality final submissions. These milestones will be submitted in **Modules Two, Five, and Eight**. The final project will be submitted in **Module Ten**.

This assessment addresses the following course outcomes:

- Contrast the views of early public administration theorists for determining their impact on the public administration profession
- Assess the impact of professional management on the effectiveness of governmental operations at the federal, state, and local levels
- Analyze essential organizational, cultural, and legal differences between public administration and private sector management for determining their impact on governmental operations
- Differentiate among the roles of the executive, judicial, and legislative branches in establishing and implementing public policy at the federal and state governmental levels
- Evaluate public budgeting techniques for their effect on governmental organizations and stakeholders
- Assess real-world communication strategies employed by governmental institutions for their effectiveness in enhancing public outreach and developing
 a sense of community



Prompt

Your final project should focus on an organizational, a legal, or a cultural challenge facing public administrators that is of interest to you. Using this challenge as your lens, write a white paper discussing the impact different theories have had on the practice of public administration and examining the unique challenges facing managers in the public sector. Remember that the focus of your paper is the public administration challenge that you selected.

You may select one of these challenges to public administration, or you may choose another, with instructor approval:

- Discuss the emergence of the "governance without government" concept, which focuses on the importance of networks, nontraditional partnerships, and the markets to guide society, rather than traditional bureaucratic institutions. This movement has taken hold in Europe and is gaining momentum in the United States.
- How is the new public administration movement impacting the "accountability versus efficiency" paradigm that has defined the profession since its inception?
- How is the reintroduction of privatization impacting public policy decision making and the targeted social outcomes? For example, imagine a state determines that access to high-speed internet for every home is essential for long-term public health, yet in areas of the state, the market has determined that it is not profitable to provide the service. Should the state form a partnership with a private sector business (i.e., subsidize) to ensure that their social goal is obtained?
- What are effective performance measures to evaluate programs and management in the public sector? Traditionally, the focus has been on measuring inputs and activities. Is this focus still effective?
- How can flexibility and creativity be integrated into the structures of public organizations in a way that allows for nimble, street-level decision making to swiftly adapt to ever-changing environmental conditions while maintaining some level of accountability to the citizens?

Specifically, the following **critical elements** must be addressed:

Introduction

Concisely describe your chosen organizational, legal, or cultural challenge in the field of public administration.

- II. Theoretical Overview: Ensure that you focus specifically on the organizational, legal, or cultural challenge that you selected.
 - A. **Public Administration Advocates:** Describe the original advocates for the development of professional public management within the federal government of the United States. In your description, consider questions such as these: What were their viewpoints? How did they advocate for the development of public administration?
 - B. **Impact on Public Administration:** Differentiate between the views of Dwight Waldo and Herbert Simon. How did each impact the development of the public administration profession?
 - C. **Public Administration Dichotomy:** Analyze the founding dichotomy of public administration as expressed by Dwight Waldo for its impact on public administration practice.



III. Public Administration in Practice

- A. Governmental Operations: Ensure that you focus specifically on the organizational, legal, or cultural challenge that you selected.
 - 1. **Civil Service Implementation**: Assess the impact that the implementation of civil service had on the effectiveness of public service in the federal government.
 - 2. **Local Governmental Operations**: Illustrate how public administration has manifested itself in local governmental operations. In other words, what impact has professional management had on local governmental operations? For example, you could consider how prevalent the mayor/manager form of government is.
 - 3. **Impact of Iron Triangle**: Assess the impact of the "iron triangle" on public policy and program administration at the state and federal levels of government. In other words, how does the bureaucracy counterbalance the direct relationship between special interests and the legislature?
- B. Differences Between Public Administration and Private Sector Management: Ensure that you focus specifically on the organizational, legal, or cultural challenge that you selected.
 - 1. **Organizational Differences:** Contrast the impact of political boundaries in governmental operations versus the private sector. For example, you could consider how political boundaries impact program and operational efficiencies. Provide specific examples to support your response.
 - 2. **Legal Differences:** Analyze mandates, legal and nonlegal, related to the challenge you selected. How do they impact the operations of state and local governments? How do these mandates apply to private sector firms? Provide specific examples to support your response.
 - 3. **Cultural Differences:** Illustrate the impacts politics can have on administrative appointments in the public and private sectors. In other words, what is the impact of political appointments on the culture of governmental agencies and private businesses? Provide specific examples to support your response.
- C. Roles of the Executive, Legislative, and Judicial Branches: Ensure that you focus specifically on the organizational, legal, or cultural challenge that you selected.
 - 1. **Executive Branch:** Outline the role of the executive branch of government in the development of public policy, specifically related to the challenge you selected.
 - 2. **Legislative Branch:** Outline the role of the legislative branch of government in the development of public policy, specifically related to the challenge you selected.
 - 3. **Judicial Branch:** What role does the court system play in arbitrating public policy disputes between the executive and legislative branches of government? Focus specifically on how the judicial branch has impacted the challenge you selected.
- D. Public Budgeting Techniques: Ensure that you focus specifically on the organizational, legal, or cultural challenge that you selected.
 - 1. **Zero-Based Budgeting:** Assess the principle of zero-based budgeting for how it has impacted federal programs and their stakeholders. What are the pros and cons of this methodology?



- 2. **Performance-Based Budgeting:** Assess how performance-based budgeting applies to private sector budgeting practices in a public sector setting. What are the pros and cons of this methodology? Include the impact on public programs and their stakeholders in your response.
- 3. **Emerging Budget Strategies**: Describe emerging budget strategies being utilized by public agencies to address the difficult fiscal environment facing local governments. In other words, what contemporary public budgeting techniques are effective?
- E. Governmental Communication Strategies: Ensure that you focus specifically on the organizational, legal, or cultural challenge that you selected.
 - 1. **Impact of Social Media:** Assess the effectiveness of social media on governmental operations at the federal, state, or local governmental level. Consider questions such as these: What impact has social media had in enhancing public outreach? How has social media been used to develop a sense of community?
 - 2. **Impact of Other Media Types:** Assess how various other media types can enhance public outreach and impact a citizen's sense of community.
 - 3. **Communication Strategies:** How has the proliferation of information outlets impacted the communication strategies utilized by government officials?

Milestones

Milestone One: Introduction and Theoretical Overview

In **Module Two**, you will submit a draft of the Introduction and Theoretical Overview sections of the final project (Sections I and II). **This milestone will be graded with the Milestone One Rubric.**

<u>Milestone Two</u>: *Public Administration in Practice*

In **Module Five**, you will submit a paper that outlines the Public Administration in Practice section of the final project (Section III). You will also include a list of potential bibliographic references that will be used for the final project. **This milestone will be graded with the Milestone Two Rubric.**

Milestone Three: Rough Draft

In Module Eight, you will submit a rough draft of your final project. This milestone will be graded with the Milestone Three Rubric.

Final Submission: White Paper

In **Module Ten**, you will submit your final project. It should be a complete, polished artifact containing **all** of the critical elements of the final product. It should reflect the incorporation of feedback gained throughout the course. **This submission will be graded with the Final Project Rubric.**



Deliverables

| Milestone | Deliverable | Module Due | Grading |
|-----------|---|------------|---|
| One | Introduction and Theoretical Overview (Sections I and II) | Two | Graded separately; Milestone One Rubric |
| Two | Public Administration in Practice (Section III) | Five | Graded separately; Milestone Two Rubric |
| Three | Rough Draft | Eight | Graded separately; Milestone Three Rubric |
| | Final Submission: White Paper | Ten | Graded separately; Final Project Rubric |

Final Project Rubric

Guidelines for Submission: Your white paper should be 15–20 pages in length and should use double spacing, 12-point Times New Roman font, and one-inch margins. You should use APA guidelines for your cover page, in-text citations, and reference list.

| Critical Elements | Exemplary (100%) | Proficient (90%) | Needs Improvement (70%) | Not Evident (0%) | Value |
|-----------------------|-----------------------------------|------------------------------------|------------------------------------|------------------------------------|-------|
| Introduction | Meets "Proficient" criteria, and | Concisely describes selected | Describes selected | Does not describe selected | 4.1 |
| | description expertly balances | organizational, legal, or cultural | organizational, legal, or cultural | organizational, legal, or cultural | |
| | necessary detail with brevity | challenge in public | challenge in public | challenge in public | |
| | | administration | administration, but description is | administration | |
| | | | wordy or vague | | |
| Theoretical Overview: | Meets "Proficient" criteria, and | Describes original advocates for | Describes original advocates for | Does not describe original | 5.1 |
| Public Administration | description demonstrates | development of professional | development of professional | advocates for development of | |
| Advocates | nuanced understanding of early | public management in federal | public management in federal | professional public management | |
| [PAD-630-01] | public administration theorists' | government of United States | government of United States, but | in federal government of United | |
| | contrasting views | | with gaps in clarity or detail | States, or description lacks focus | |
| | | | | on selected challenge | |
| Theoretical Overview: | Meets "Proficient" criteria, and | Differentiates between the views | Differentiates between the views | Does not differentiate between | 5.1 |
| Impact on Public | response demonstrates keen | of Dwight Waldo and Herbert | of Dwight Waldo and Herbert | the views of Dwight Waldo and | |
| Administration | insight into relationship between | Simon for how they impacted the | Simon for how they impacted the | Herbert Simon for how they | |
| [PAD-630-01] | contrasting views of early public | development of the public | development of the public | impacted the development of the | |
| | administration theorists and | administration profession | administration profession, but | public administration profession, | |
| | impact on public administration | | with gaps in accuracy or detail | or response lacks focus on | |
| | profession | | | selected challenge | |



| | | | • | | |
|----------------------------|-----------------------------------|------------------------------------|-----------------------------------|------------------------------------|-----|
| Theoretical Overview: | Meets "Proficient" criteria, and | Analyzes founding dichotomy of | Analyzes founding dichotomy of | Does not analyze founding | 5.1 |
| Public Administration | analysis demonstrates keen | public administration as | public administration as | dichotomy of public | |
| Dichotomy | insight into relationship between | expressed by Dwight Waldo for | expressed by Dwight Waldo for | administration as expressed by | |
| [PAD-630-01] | contrasting views of early public | its impact on public | its impact on public | Dwight Waldo for its impact on | |
| | administration theorists and | administrative practice | administrative practice, but with | public administrative practice, or | |
| | impact on public administration | | gaps in accuracy or detail | analysis lacks focus on selected | |
| | profession | | | challenge | |
| Public Administration | Meets "Proficient" criteria, and | Assesses the impact that the | Assesses the impact that the | Does not assess the impact that | 5.1 |
| in Practice: Civil Service | assessment demonstrates | implementation of civil service | implementation of civil service | the implementation of civil | |
| Implementation | nuanced understanding of | had on the effectiveness of public | had on the effectiveness of | service had on the effectiveness | |
| [PAD-630-02] | impact of professional | service in the federal | public service in the federal | of public service in the federal | |
| | management on effectiveness of | government | government, but assessment is | government, or assessment lacks | |
| | governmental operations | | cursory or inaccurate | focus on selected challenge | |
| Public Administration | Meets "Proficient" criteria, and | Illustrates how public | Illustrates how public | Does not illustrate how public | 5.1 |
| in Practice: Local | response demonstrates nuanced | administration has manifested | administration has manifested | administration has manifested | |
| Governmental | understanding of impact of | itself in local governmental | itself in local governmental | itself in local governmental | |
| Operations | professional management on | operations | operations, but with gaps in | operations, or response lacks | |
| [PAD-630-02] | effectiveness of governmental | | clarity or detail | focus on selected challenge | |
| | operations | | | | |
| Public Administration | Meets "Proficient" criteria, and | Assesses impact of iron triangle | Assesses impact of iron triangle | Does not assess impact of iron | 5.1 |
| in Practice: Impact of | assessment demonstrates | on public policy and program | on public policy and program | triangle on public policy and | |
| Iron Triangle | nuanced understanding of | administration at state and | administration at state and | program administration at state | |
| [PAD-630-02] | impact of professional | federal levels of government | federal levels of government, but | and federal levels of government, | |
| | management on effectiveness of | | assessment is cursory or | or response lacks focus on | |
| | governmental operations | | inaccurate | selected challenge | |
| Public Administration | Meets "Proficient" criteria, and | Contrasts impact of political | Contrasts impact of political | Does not contrast impact of | 5.1 |
| in Practice: | response demonstrates keen | boundaries in governmental | boundaries in governmental | political boundaries in | |
| Organizational | insight into differences between | operations versus the private | operations versus the private | governmental operations versus | |
| Differences | public and private sector | sector, supporting response with | | the private sector, or response | |
| [PAD-630-03] | management | specific examples | detail, or support | lacks focus on selected challenge | |
| Public Administration | Meets "Proficient" criteria, and | Analyzes legal and nonlegal | Analyzes legal and nonlegal | Does not analyze legal and | 5.1 |
| in Practice: Legal | response demonstrates keen | mandates related to selected | mandates related to selected | nonlegal mandates related to | |
| Differences | insight into differences between | challenges for how they impact | challenges for how they impact | selected challenges for how they | |
| [PAD-630-03] | public and private sector | state and local government | state and local government | impact state and local | |
| | management | operations and private sector | operations and private sector | government operations and | |
| | | firms, supporting response with | firms, but with gaps in accuracy, | private sector firms, or response | |
| | | specific examples | detail, or support | lacks focus on selected challenge | |



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|------------------------------|------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-----|
| Public Administration | Meets "Proficient" criteria, and | Illustrates impacts of politics on | Illustrates impacts of politics on | Does not illustrate impacts of | 5.1 |
| in Practice: Cultural | response demonstrates keen | administrative appointments in | administrative appointments in | politics on administrative | |
| Differences | insight into differences between | public and private sectors, | public and private sectors, but | appointments in public and | |
| [PAD-630-03] | public and private sector | supporting response with specific | with gaps in clarity, detail, or | private sectors, or response lacks | |
| | management | examples | support | focus on selected challenge | |
| Public Administration | Meets "Proficient" criteria, and | Outlines role of executive branch | Outlines role of executive branch | Does not outline role of | 5.1 |
| in Practice: Executive | response demonstrates nuanced | of government in development | of government in development | executive branch of government | |
| Branch | understanding of role of | of public policy, specifically | of public policy, specifically | in development of public policy, | |
| [PAD-630-04] | executive branch in establishing | related to selected challenge | related to selected challenge, but | or response lacks focus on | |
| | and implementing public policy | | with gaps in accuracy or detail | selected challenge | |
| Public Administration | Meets "Proficient" criteria, and | Outlines role of legislative branch | Outlines role of legislative branch | Does not outline role of | 5.1 |
| in Practice: Legislative | response demonstrates nuanced | of government in development | of government in development | legislative branch of government | |
| Branch | understanding of role of | of public policy, specifically | of public policy, specifically | in development of public policy, | |
| [PAD-630-04] | legislative branch in establishing | related to selected challenge | related to selected challenge, but | or response lacks focus on | |
| | and implementing public policy | | with gaps in accuracy or detail | selected challenge | |
| Public Administration | Meets "Proficient" criteria, and | Analyzes role of court system in | Analyzes role of court system in | Does not analyze role of court | 5.1 |
| in Practice: Judicial | response demonstrates nuanced | arbitrating public policy disputes | arbitrating public policy disputes | system in arbitrating public policy | |
| Branch | understanding of role of judicial | between executive and | between executive and | disputes between executive and | |
| [PAD-630-04] | branch in establishing and | legislative branches of | legislative branches of | legislative branches of | |
| | implementing public policy | government, specifically related | government, specifically related | government, or response lacks | |
| | | to selected challenge | to selected challenge, but with | focus on selected challenge | |
| | | | gaps in accuracy or detail | | |
| Public Administration | Meets "Proficient" criteria, and | Assesses principle of zero-based | Assesses principle of zero-based | Does not assess principle of zero- | 5.1 |
| in Practice: Zero-Based | assessment demonstrates keen | budgeting for how it has | budgeting for how it has | based budgeting for how it has | |
| Budgeting | insight into relationship between | impacted federal programs and | impacted federal programs and | impacted federal programs and | |
| [PAD-630-05] | public budgeting techniques and | their stakeholders and addresses | their stakeholders and addresses | their stakeholders, or response | |
| | governmental organizations and | pros and cons of methodology | pros and cons of methodology, | lacks focus on selected challenge | |
| | stakeholders | | but response is cursory or | | |
| | | | inaccurate | | |
| Public Administration | Meets "Proficient" criteria, and | Assesses how performance- | Assesses how performance- | Does not assess how | 5.1 |
| in Practice: | assessment demonstrates keen | based budgeting applies to | based budgeting applies to | performance-based budgeting | |
| Performance-Based | insight into relationship between | private sector budgeting | private sector budgeting | applies to private sector | |
| Budgeting | public budgeting techniques and | practices in public sector setting | practices in public sector setting | budgeting practices in public | |
| [PAD-630-05] | governmental organizations and | and addresses pros and cons of | and addresses pros and cons of | sector setting, or response lacks | |
| | stakeholders | methodology and impact on | methodology and impact on | focus on selected challenge | |
| | | public programs and their | public programs and their | | |
| | | stakeholders | stakeholders, but response is | | |
| | | | cursory or inaccurate | | |
| | J | J | carsory or maccurate | | |



| | 1 1 | L | 1 | Total | 100% |
|------------------------------|------------------------------------|-------------------------------------|-------------------------------------|---|------|
| | and easy to read format | | and articulation of main ideas | ideas | |
| | and is presented in a professional | opening, syntax, or organization | that negatively impact readability | that prevent understanding of | |
| пеэропос | spelling, syntax, and organization | spelling, syntax, or organization | spelling, syntax, or organization | spelling, syntax, or organization | |
| Response | related to citations, grammar, | related to citations, grammar, | related to citations, grammar, | related to citations, grammar, | 7.1 |
| Articulation of | Submission is free of errors | Submission has no major errors | Submission has major errors | selected challenge Submission has critical errors | 4.1 |
| | | | | or response lacks focus on | |
| [PAD-630-06] | governmental institutions | | but with gaps in clarity or detail | utilized by government officials, | |
| Strategies | strategies employed by | utilized by government officials | utilized by government officials, | communication strategies | |
| Communication | understanding of communication | communication strategies | communication strategies | outlets has impacted | |
| in Practice: | response demonstrates nuanced | information outlets has impacted | · ' | proliferation of information | |
| Public Administration | Meets "Proficient" criteria, and | Explains how proliferation of | Explains how proliferation of | Does not explain how | 5.1 |
| | community | | inaccurate | challenge | |
| | outreach, and sense of | | assessment is cursory or | response lacks focus on selected | |
| [PAD-630-06] | communication strategies, public | sense of community | sense of community, but | citizen's sense of community, or | |
| Other Media Types | insight into relationship between | outreach and impact a citizen's | outreach and impact a citizen's | public outreach and impact a | |
| in Practice: Impact of | response demonstrates keen | media types can enhance public | media types can enhance public | other media types can enhance | |
| Public Administration | Meets "Proficient" criteria, and | Assesses how various other | Assesses how various other | Does not assess how various | 5.1 |
| | community | | inaccurate | challenge | |
| | outreach, and sense of | | assessment is cursory or | response lacks focus on selected | |
| [PAD-630-06] | communication strategies, public | local governmental level | local governmental level, but | local governmental level, or | |
| Social Media | insight into relationship between | operations at federal, state, or | operations at federal, state, or | operations at federal, state, or | |
| in Practice: Impact of | response demonstrates keen | social media on governmental | social media on governmental | of social media on governmental | |
| Public Administration | Meets "Proficient" criteria, and | Assesses the effectiveness of | Assesses the effectiveness of | Does not assess the effectiveness | 5.1 |
| | stakeholders | | clarity or detail | lacks focus on selected challenge | |
| | governmental organizations and | governments | governments, but with gaps in | local governments, or response | |
| [PAD-630-05] | public budgeting techniques and | fiscal environment facing local | fiscal environment facing local | difficult fiscal environment facing | |
| Budget Strategies | insight into relationship between | agencies to address the difficult | agencies to address the difficult | by public agencies to address the | |
| in Practice: Emerging | description demonstrates keen | strategies being utilized by public | strategies being utilized by public | budget strategies being utilized | |
| Public Administration | Meets "Proficient" criteria, and | Describes emerging budget | Describes emerging budget | Does not describe emerging | 5.1 |