<table>
<thead>
<tr>
<th>Instructor:</th>
<th>Kenneth A. Klase</th>
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<tr>
<td>Class Meeting:</td>
<td>Wednesdays, 6:30 – 9:20 p.m., Curry 331</td>
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<tr>
<td>Office and Hours:</td>
<td>Curry 326, Wednesday, 5:30-6:30, and by appointment</td>
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<tr>
<td>Phone:</td>
<td>256-0510 (O) / 297-9948 (H)</td>
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<tr>
<td>E-mail:</td>
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**Purpose of the Course:**

This course focuses on administrative ethics and seeks to make students more aware of the ethical dimensions of public service. Throughout the course, students will be encouraged to be more thoughtful about ethics and to do more as public administrators to encourage others to be ethical. The course examines ethical behavior by public administrators on an individual and organizational level. Through the cases examined, the course explores the ethical issues that public administrators encounter every day. The course does not deal with the entire scope of the intellectual territory covered by the subject of ethics in general. With some coverage of the philosophical perspectives on virtues, principles, and consequences that contribute to universal standards of ethical behavior, it primarily focuses on a model of administrative ethics incorporating an expanded sense of duty encompassed in Svara’s “ethics triangle” which provides guidance based on the ethical ideals of public interest, justice, character, and the greatest good. The course examines codes of ethics for professionals in government and nonprofits, ethical challenges and actions, including factors that undermine ethics, ethical problems and problem solving, whistle-blowing, and ways to promote ethics through the actions of managers and supervisors within organizations and through external oversight and ethics laws. Finally, the course deals with the obligations and responsibilities of public administrators in fulfilling a sense of public duty guided by considerations of principle and virtue. As a course on administrative ethics, it focuses primarily on process rather than ethical aspects of broader policy making. The course seeks to support ethical action on the part of students as public administrators by helping them to:

1. Appreciate that ethics is integral to the nature of democratic public administration;
2. Understand the responsibilities of public administrators and the bases of administrative ethics;
3. Understand the tenets of the codes of ethics for various professional organizations in the public sector and how they are applied;
4. Be aware of the pressures and forces in public administration that can contribute to unethical behavior;
5. Develop the knowledge and skills needed to deal with ethical problems that arise in public service;
6. Strengthen the ethical climate in organizations.
Required Readings:


Other Assigned Readings will be available through the Library’s Journal Finder or on Blackboard e-Reserve.

Course Requirements:

**Participation (10%).** As a graduate level course, students are expected to contribute extensively to the conduct of the entire class. Classes will generally be in a seminar format with general discussion of readings and cases. Students are expected to complete all reading assignments, to attend class and participate fully in class discussions. Students are advised to be prepared to discuss relevant review questions related to assigned case studies. Failure to contribute in a positive way to the class will adversely affect your course grade.

**Essay on Your Code of Ethics (15%).** While you are not expected to have a well-formed, explicit code of ethics that you follow in administrative work at the beginning of this course, students come to this course with a reservoir of ethical and moral values upon which they can draw and already have a basic understanding of what it means to be an ethical person. In other words as someone interested in public service work, you already have a substantial amount of knowledge and fairly extensive attitudes about administrative ethics. This assignment asks each student to reflect on this background in discussing ethical responsibilities in the public sector. Why is ethics important to persons who choose to be administrators in governmental and nonprofit organizations and how do you relate your own personal values with the norms of the public sector? What is or should be your code of ethics for work in government or nonprofit organizations? What are the standards of right and wrong that should guide your work; the dos and don’ts of public service? While this essay is similar to Svara’s pop quiz, it is different in that it is meant to be a more reflective assignment that gets you thinking in more depth than a spur of the moment pop quiz about administrative ethics from your own basis. You will eventually be able to reflect back on this essay at the end of the course with a more well-formed perspective on the topic. You should use all of the reading assignments through the fourth week as appropriate to help you in writing the essay. **Paper should be 5 pages in length. Due September 10.**

Case Analysis Paper and Class Discussion Leadership of Cases from Thompson and
Each student will analyze and lead the discussion for two of the cases in Thompson and Leidlein which will be due when the case is scheduled in the course. Depending on the number of students in the course, there may be some instances where more than one student may be assigned to analyze and lead the discussion on the same case from Thompson and Leidlein. The written case analysis paper (3-5 pages in length) and case discussion leadership are weighted equally in evaluating this requirement. If more than one student is assigned to a case, they will each write a separate written case analysis describing and analyzing the incidents in the case and discussing the ethical issues and challenges represented in the case as well as an ethical analysis of the case and how the problem should be resolved and why. You should also as part of the discussion in the written analysis paper address how the case should be related to Svara’s ethics triangle as well as aspects of the questions provided for the case. Students assigned to a case will be responsibility for directing the class discussion (approximately 20-30 minutes) of that particular case. Guidelines will be provided for the written case analysis and the case discussion leadership. Students will sign up for cases during the first class session. The assignment is due when the case is assigned for class discussion.

Case Study and Analysis Paper, Class Presentation and Discussion Leadership on a Current Ethical Issue in a Government/Nonprofit Organization, (25%). Each student will be part of a group assigned to do a written Case Study and Analysis Paper (approximately 5-10 pages in length) on a current ethical issue in a government or nonprofit organization and a group presentation and discussion leadership on the case in class on the day the assignment is due (approximately 30 minutes). Groups should consist of 2-3 students. Books, journal articles, current periodicals, newspapers, magazines, online news stories or other sources may be used, and sources must be appropriately cited. You should of course cite assigned readings as appropriate in discussing aspects to be covered in the assignment. Your written analysis paper and case presentation in class should explain the issue and why it is relevant to the course. The paper and presentation should cover the background of the case, ethical issues and challenges in the case, your analysis of how those ethical issues should be handled and why, and how the issues in the case relate to Svara’s ethics triangle. Due November 19.

Final Examination, (30%). The Final Exam will be a take home exam and will be comprehensive in scope. Due December 3.

Undergraduate Course Requirements. Expectations for undergraduate students may vary from those for graduate students. While all students will adhere in general to course requirements for preparation of assignments, undergraduates may choose to eliminate the Case Study group assignment and have their grade determined based on only the three other course requirements. Undergraduate assignments will be graded at the level appropriate for upper-level, junior/senior college work.

Class Schedule and Reading Assignments:
Students are expected to have read the assigned readings and cases by the dates assigned.
Readings are found in Svara and the Thompson and Leidlein case reader. Other assigned readings can be accessed through the Library’s Journal Finder or through Blackboard.

AUG 20  Introduction and Course Overview  
Svara, Chapter 1.

AUG 27  Administrative Ethics: Ideas, Sources, and Development  
Svara, Chapter 2; Appendix 1.  
Andre and Velasquez, 1987  
Thompson, 1985  
Cooper, 2004

SEP 3  Duty and Responsibility of Administrators, Agency  
Svara, Chapter 3.  
Svara, 2001  
Stewart, 1985  
Dilulio, 1994

SEP 10  Philosophy of Ethics and Ethics Triangle  
Svara, Chapter 4.  
Cooper, 1987  
Svara, 1997  
Essay on Your Code of Ethics Due.

SEP 17  Codes of Ethics  
Svara, Chapter 5; Appendices 2 – 6; Thompson and Leidlein, Chapters 4 and 9.  
Chandler, 1983*  
Bowman and Williams, 1997  
Branscombe, 2005  
Van Wart, 1996*

SEP 24  Challenges to Ethical Behavior  
Svara, Chapter 6; Thompson and Leidlein, Chapters 1, 6, 7  
Caiden and Caiden, 1977  
Haines, 2003/2004*

OCT 1  No Class – ABFM Conference.

OCT 8  Acting Responsibly: Ethical Analysis and Problem Solving  
Svara, Chapter 7; Thompson and Leidlein, Chapters 2, 3, 8, 10
OCT 15  Ethical Analysis and Problem Solving Continued
Thompson and Leidlein, Chapters 11, 12, 13
Bowman, 1990
Josephson Institute, 2002
VanWart, 1996*

OCT 22  Acting on Duty in the Face of Uncertainty and Risk: Whistleblowing
Svara, Chapter 8; Thompson and Leidlein, Chapter 5, 14, 15
Brewer and Seldon, 1998
Jos, Tompkins, and Hays, 1989

OCT 29  Elevating Ethical Behavior in the Organization
Svara, Chapter 9; Thompson and Leidlein Chapters 16, 17, 18
West, Berman, Bonczek, and Kellar, 1998
West and Berman, 2004
Menzel, 2006
Gibson, 2009*

NOV 5  External Measures to Promote Ethics
Svara, Chapter 10; Thompson and Leidlein Chapters 19, 20, 21
Thompson, 1992*
Smith, 2003*

NOV 12  The Duties of Public Administrators
Svara, Chapter 11
Gaus, 1950
Lewis, 2006*
Feldheim and Wang, 2003/2004*

NOV 19  Case Presentations on Current Ethical Issues in a Government/Nonprofit Organization

NOV 26  Thanksgiving Holiday – No Class

DEC 3  Final Exam Due

Other References not in the References in Svara:


