PA 544 INTERNATIONAL FIELD EXPERIENCE
- SEOUL CASE STUDY

Instructor
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By appointment only
ASRC 620A
503-725-5374

Cohort Mentor
Laurel Butman (lbutman@pdx.edu)

Class Schedule

Sep 17th from 9-noon: International field trip orientation
Sep 24th from 9-5 pm: PA 544/547 Session 1
Oct 16-21: International field trip to Seoul, Korea (arrive 10/15, leave 10/22)
Nov 12th from 9-5 pm: PA 544/547 Session 2
Dec 3rd from 9-5 pm: PA 544/547 Session 3

Class Location
CH 324 at PSU
University of Seoul in Seoul
Field agencies in Seoul

COURSE DESCRIPTION

In the world of increased interdependence and globalization, good governance is increasingly a concern of the global community of states and of international organizations. The purpose of this course is to examine public administration with a comparative perspective, using Seoul, the capital city of the Republic of Korea (ROK) as a case example. It focuses on the context, motivation, design and implementation of Seoul’s strategy to become one of the top 10 globally competitive cities. The course includes intensive fieldwork sponsored by the Seoul Metropolitan Government (SMG) from October 16 – 21, 2016. We will be joined in Seoul by the delegations of faculty and students from other universities including Cornell University, University of Delaware, and University of Central Florida.

Topics to be covered include:
1. historical background of public administration in Korea;
2. the global and national context for Seoul’s reform efforts, the design, implementation, and evaluation of its governance reforms;
3. specific policy subareas of urban governance, including transportation, welfare, public finance, economic development and human resource management; and
4. framework for cross-cultural comparison in public administration systems,

Part of this course overlaps with the sequence companion class PA 547 Culture, Values and Leadership (Sept 24th, Nov 12th, and Dec 3rd).
COURSE OBJECTIVES

This course will focus on the following competencies within the EMPA and PA divisional competencies:

- Understand what is required to lead within a variety of different structures of authority including the local government, nonprofit, state government, and national and international contexts (EMPA competency B)
- Respond to and engage collaboratively with diverse local and global cultures and communities to address challenges in the public interest (PA competency 3)
- Create and manage systems and processes to assess and improve organizational performance (PA competency 6)
- Demonstrate verbal and written communication skills as a professional and through interpersonal interactions in groups and in society (PA competency 9)
- Think critically and self-reflectively about emerging issues concerning public service management and policy (PA competency 10)

Specific student learning outcomes are as follows. After the successful completion of this course, students will:

- have a better understanding of how SMG has responded to global, national, and local discourses in the design and implementation of its self-reinvention and governance reforms;
- have a better understanding of differences in public administration history and system between U.S. and Korea;
- be able to apply concepts and theories to assess international/cross-cultural differences in public administration; and
- be able to incorporate cross-cultural insights in developing effective solutions for organizational and administrative issues in their respective workplace.

READINGS

Required Readings

Suggested Readings and Websites
• South Korea Overview: [http://www.korea.net/AboutKorea/Korea-at-a-Glance/Facts-about-Korea](http://www.korea.net/AboutKorea/Korea-at-a-Glance/Facts-about-Korea)
• U.S. State Department Background Note on South Korea: [http://www.state.gov/r/pa/ei/bgn/2800.html](http://www.state.gov/r/pa/ei/bgn/2800.html)
• Age friendly city: [http://www.who.int/kobe_centre/ageing/age_friendly_cities/3_Lee_AFC-Seoul.pdf](http://www.who.int/kobe_centre/ageing/age_friendly_cities/3_Lee_AFC-Seoul.pdf)
• Korean Institute of Public Administration: [www.kipa.re.kr](http://www.kipa.re.kr)
• Korea Development Institute: [www.kdi.re.kr](http://www.kdi.re.kr)

**INFORMATION SHARING**

Key information required for class is shared through emails or D2L. Additionally, in order to facilitate information sharing among PSU students and students from other universities, a facebook page for the Seoul Field Trip is created. This is a closed group page, only open to those who are attending the 2016 Seoul Field trip. Although not required, it is encouraged to actively participate in the information sharing and networking with the 2014 Seoul Field Trip participants through facebook at [https://www.facebook.com/groups/781694121959121/](https://www.facebook.com/groups/781694121959121/)

**NOTE ON TRIP SCHEDULE**

We will receive the final program schedule from SMG/University of Seoul sometime in October before the trip. For your reference, a draft of the 2016 Seoul Case Study Program is attached as
Appendix A. Typically, on Sunday, the day after we arrive in Seoul, we will have a tour of Seoul, and will have an introduction to Korean culture. It will include cultural presentations, performances and a visit to the museum. Monday to Thursday, in the morning, students will attend a lecture by the officials from SMG on policies and operations of SMG. The lecture will take place at the University of Seoul (US). All presentations will be interpreted simultaneously. In the afternoon, students will have site visits relevant to the policies/operations discussed in the morning. All site visits will be consecutively interpreted. On Monday evening, there will be welcoming dinner with SMG officials and US professors; on Friday afternoon, there will be group presentations by the students to the SMG officials and US professors.

Tentatively, we are planning on having a PSU group’s “Cultural Experiences in Leadership Development” on Oct 18 (Tue) and Oct 19 (Wed) evenings. Meeting dates are subject to change depending on the final program schedule. Attendance to these informal reflection sessions are mandatory. It is an opportunity for your “peer learning” for your cultural strategy development described in Moua (2010, p. 76). We are also planning on getting together with former PSU students and visiting scholars at SMG.

PA 544 SEOUL CLASS AGENDA

The content is subject to change.

September 17

- Greetings with breakfast
  - Both Seoul and Vietnam groups meet at CH 324
  - Seoul group stays at CH 324; Vietnam group meets at CH 269
- SMG visiting scholar’s presentation
- Class break
- Course overview
- Seoul Group discussion topics
  - Please identify and share the most interesting public policy in the U.S. that currently affect your leadership roles, and explain how.
  - Please identify and share the most interesting public policy in Seoul, Korea that you would like to learn from this international field trip, and explain why.
  - Public campaigns in Seoul Korea
    - e.g., the South Korean government has declared war on video games (http://thegg.net/opinion-editorial/the-south-korean-government-has-declared-war-on-video-games/)
    - e.g., South Korea launches work-life balance campaign (http://www.bbc.com/news/blogs-news-from-elsewhere-36723646)
- Readings
  - Im, T., Campbell, J. W., & Cha, S. (2013).

**September 24 (Combined with Seoul and Vietnam groups at CH 324)**

- Understanding culture and cultural difference
- Thinking about “culture”
  - Levels of culture
  - The roots of culture
  - Culture and leadership
- Group discussion topics
  - Working in a global community, what do leaders must learn to overcome cultural differences?
- Lunch break
- Why “cultural intelligence” matters?
- Group discussion topics
  - Culturally intelligent leaders have higher levels of emotionally intelligence, mindfulness and self-efficacy. What practical approaches do you need to utilize in your daily life to help increase these qualities?
- Readings for the Seoul group
  - Moua Chs 1-5

**Oct 16-21 (International trip to Seoul or Vietnam)**

Class meets at either Seoul or Vietnam
- Readings during the Seoul group
## Agenda for the 21st Seoul Case Study Program

**October 16th ~October 21st 2016**

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<tr>
<th>Time</th>
<th>10/16 Sun</th>
<th>10/17 Mon</th>
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<tr>
<td>09:00-10:00</td>
<td>Orientation (09:00-10:00)</td>
<td>&lt;Briefing 3&gt; Seoul’s Green Policy</td>
<td>&lt;Briefing 5&gt; Inter-Korean Issues</td>
<td>&lt;Briefing 7&gt; Seoul’s Water Management</td>
<td>Group Presentation (08:30-10:30)</td>
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<td>Break Time (30mins)</td>
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<td>10:30-11:50</td>
<td>&lt;Briefing 1&gt; Seoul’s Housing Policy</td>
<td>&lt;Briefing 4&gt; Seoul’s Public Transportation Policy</td>
<td>&lt;Briefing 6&gt; Seoul’s History Heritage Preservation Policy</td>
<td>&lt;Briefing 8&gt; Seoul’s e-Government</td>
<td>Survey and Closing Ceremony (10:40~12:00)</td>
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<td>12:00-13:30</td>
<td>Lunch</td>
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<td>Lunch (With ISUS)</td>
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<td>Farewell Lunch (12:30~14:00)</td>
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<td>13:30-15:00</td>
<td>&lt;Briefing 2&gt; Seoul’s Urban Planning</td>
<td>&lt;Field Visit 2&gt; DDP (14:10~15:40)</td>
<td>&lt;Special Session&gt; Joint Seminar SCSP with IUDP (13:30~15:30)</td>
<td>&lt;Field Visit 5&gt; Bukchon Village: IoT Pilot Zone (14:00~15:30)</td>
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<td>15:30-17:00</td>
<td>&lt;Field Visit 1&gt; Cruise Ship on Han River (16:00~17:00)</td>
<td>&lt;Field Visit 3&gt; TOPIS (16:30~18:00)</td>
<td>&lt;Field Visit 4&gt; Cheong Gye Cheon (16:00~17:00)</td>
<td>Group Discussion</td>
<td>Cultural Performance -Optional- (16:00~17:10)</td>
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<td>18:00-20:00</td>
<td>Reception &amp; Dinner</td>
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**Note.** This schedule may change as per circumstance.  
**IUDP:** International Urban Development Program which includes four programs: MUAP, MURD, MGLEP and SCSP.  
**MUAP:** Master of Urban Administration and Planning  
**MURD:** Master Degree Program in Urban and Regional Development  
**MGLEP:** Master’s Program of Global Leaders in Environmental Policy
PA 544 SEOUL ASSIGNMENTS

1. **Critical Analysis of Culture, Administration, and Leadership**
   - **Preparation for the SCSP participation (15 points)**

   Based on the study of Campbell and Cha (2013), (1) identify at least three Confucian values that influenced the Korean public sector reform addressed in O’Donnell and Tuiner (2013), and then (2) critically analyze how those values influenced the reform. The Frederickson (2002) study will also help you to better understand Confucian values influencing public administration in many East Asian countries.

   Due by Oct 2 Sunday midnight in the course D2L Dropbox. This paper will be graded at 15 points total. The paper should be no longer than 5 pages, double-spaced, 12-point font Times New Roman, formatted in APA style.

2. **SCSP participation (15 points)**

   Due to intensity of course materials and nature of class structure, full and active class attendance are necessary.

   Participation in class is more than attendance. Students are expected to take part in all class discussion, and play an active role in class exercises. Class participation will be evaluated by: (a) evidence of having read the required materials, (b) the extent to which critical questions and comments are raised in class, (c) evidence of reflecting on one’s own and other’s ideas, and (d) evidence of ability to relate course materials to culturally intelligent leadership contexts. Students are also required to attend “Cultural Experiences in Leadership Development” evening events on Oct 18 (Tue) and Oct 29 (Wed).

3. **Cultural Moment Analysis (25 points)**

   As Moua (2010) suggests “writing down experiences and thoughts related to a cultural situation” (p. 77) as one of the strategies to develop your own cultural intelligence.

   During the trip, keep a daily log (or a diary) of your activities and your thoughts. Try to be an “observer” (Moua, 2010, p. 78), and practice “active listening” skills (Moua, 2010, p. 79). Take note (daily log) on your “emotions and feelings, the ambiguities and inconsistencies, and the challenges and successes” (Moua, 2010, p. 77) during your trip. These daily logs are intended to be personal and do not need to be submitted or shared with other EMPA team members.

   Review your daily log and identify two or more “memorable cultural moments.” Discuss what made the moments memorable and what cultural factors were at play in these memorable moments. Discuss what you learned about your own cultural orientation by reflecting on the memorable cultural moments. In this paper, integrate the cultural dimensions and factors addressed in Moua (2010), Myer (2014), Im and colleagues (2013) et al, to describe and support your critical analysis of the moments.
Cultural Moment Analysis Paper needs to be uploaded to the course D2L Dropbox by Nov 1st midnight. This paper will be graded at 25 points total. The paper should be no longer than 10 pages, double-spaced, 12-point font, formatted in APA style.

4. **Final Paper: Comparative Analysis of SMG and US policies and operations using a cultural lens (45 points)**

Select one or more policy/operation arena(s) covered during the Seoul Field trip. Compare SMG policies/operations with that of selected U.S. government entity of your choice. Describe key elements of the policies/operations, as well as similarities and differences between SMG and the selected US government entity of your choice. Analyze what political, historical and/or cultural factors affect the similarities and differences in the policies/operations between SMG and the U.S. government entity of your choice. Consider applying frameworks for cultural comparison included in your readings in Moua (2010), Hofstede Center. Myer (2014) may also provide you with an interesting framework for analysis.

The paper should include the following:
- Introduction: Overview of the paper
- Clear description of the policies/operations you learned in Seoul
- Description of the corresponding policies/operations of the U.S. government entity of your choice
- Description of the similarities and differences in the policies/operations between SMG and the US government entity of your choice
- Description of the cultural, historical and/or cultural framework you applied in the analysis of the comparison of the policies/operations between SMG and the US government entity of your choice
- Conclusion: What you learned from the comparison of the policies/operations between SMG and the U.S. government entity of your choice

The paper should be no longer than 10 pages, double-spaced, 12-point font, formatted in APA style. Upload your paper to D2L Dropbox by Friday, December 9, midnight.

Please note that this paper will be shared with the instructors at the University of Seoul and the Seoul Metropolitan Government. They may enter your paper into a policy paper contest among all students who attend the 2016 Seoul Field Trip.
### CLASS MEETING AND ASSIGNMENT DUE DATES

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<th>PA 544 course assignment</th>
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- **17** Int, Trip Infor. Session
- **24** 544/547 Session 1

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- **2** Critical analysis paper
- **9** Identify interviewee
- **10** Interview questions
- **11** Comment on interview questions
- **16-21** SCSP Participation
- **22**

a) **During October 11 and October 31:** Contact the person you identified as your interviewee. Make an appointment for an interview session.

b) **Between Oct 24-Nov 14:** Interview needs to be done.

c) **By two days before the interview:** Revise your interview questions and submit.

#### November

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# PA 544 Grading

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\[ \begin{align*}
A &= 93-100 & A- &= 90-92.9 \\
B+ &= 87-90.9 & B &= 83-86.9 & B- &= 80-82.9 \\
C+ &= 77-79.9 & C &= 73-76.9 & C- &= 70-72.9 \\
D+ &= 67-69.9 & D &= 63-66.9 & D- &= 60-62.9 \\
F &= \text{below 60 points}
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