Course Overview and Objectives:

The course involves key readings in the field and the analysis of cases, concepts, theories, methods, and procedures in managing public organizations, with emphasis on applications to public and nonprofit organizations. Readings and lectures will orient students to basic concepts and research that inform our thinking on public management. Each student is responsible, through self-study, reading assignments, and class interaction, to learn relevant public management theory, concepts and applications.

Students will develop knowledge of the important components or dimensions of organization, leadership, and management, and develop a sense of how one leads and organizes in these areas—leading change, motivating and maintaining people, designing organizations, and making strategic decisions. You will also learn the state of knowledge and managerial thinking on these topics and others covered in the course.

Specifically, by the end of the semester you should be able to:

- Describe the main theories and paradigms associated with the field of public management.
- Describe the major developments in organization and management theory.
- Understand what makes public management different from private management.
- Identify strategies for formulating and achieving public management objectives.
- Describe theories of work motivation and their application to public management.
- Discuss the relationship between organizational structure and outcomes.
- Have an understanding of the key forces that drive change and the flexibility and adaptability that are essential attributes for implementing change.
- Assess the state of research on various public management topics and evaluate the relative merits.
- Have an understanding of how organizations operate and work together to gain an understanding of the broader organizational environment.
- Present materials both orally and in a written report.
- Be able to work in a team; deal effectively with conflict; and negotiate, delegate and communicate effectively across constituencies.
Take responsibility for one’s own work and decisions. To complete one’s work in a professional and ethical manner.

Textbooks and Other Readings


(3) Other assigned readings can be found through UNT library or will be posted on blackboard. Newspaper and magazine articles are available online through LexisNexis or at the library. It is the student’s responsibility to locate assigned articles and read all materials prior to class.

Course Requirements and Grading:

The course involves lecture, group exercise, case study and class discussion. A typical class will include a short lecture, student presentation, general discussion of readings, and group work. We often organize into groups to review and discuss a specific case study or a contemporary public management situation for some portion of class time. The instructor and the co-discussion leaders will then engage the class in a discussion, for example, challenging students to relate theories to the practical situation or to recommend managerial prescriptions.

You are required to complete all the readings including required readings for MPA students and discussion co-lead readings each week.

There are four requirements for the course:

1) **Examinations (weight of 50%)**: There will be two exams. Exam 1 (take-home exam) accounts for 20% and exam 2 (take-home exam) accounts for 30%. Exams will cover material presented in the assigned texts, supplemental readings and class discussions. Good answers provide purposeful, justifiable and logical arguments, clear definitions for key concepts, and demonstrate knowledge and command of the topic area. In addition, it is very important that answers specifically address the question(s) asked in the exam.

2) **Presentation (weight of 20%)**: You need to teach one week for the class. Please upload your PPT slides (or class notes) to Blackboard by 6:00pm on Monday. If you fail to submit it through turnitin assignment on the Blackboard, I will assume that you choose to receive “0” for the week.

3) **Activity assignments (weight of 20%)**: You need to prepare at least a one-page (single space, no maximum limit, little bullet points) memo for these activities (activity with *) individually. The main purposes of these assignments are to help you summarize the readings, think critically, engage and participate in the class discussions. Especially for some activity assignments (such as find news article), you may want to prepare early (perhaps one or two weeks early). You will need to submit your weekly assignments to the activity turnitin.
assignments on the Blackboard 24 hours (by 6:00 pm on Monday) before the class starts. If you fail to submit it through turnitin assignment on the blackboard, I will assume that you choose to receive “0” for the week.

4) Class attendance and participation (weight of 10%): As a PhD student, you are required to meet with me several time in the semester and discuss about your thoughts and ideas about the reading materials.

Most of the students are active learners and learn best when they can actively engage and discuss the material. The more you participate, the more engaging and interesting the class will be. Your opinions and experiences matter so please share with the class. Students who pose questions and participate in the discussion sharpen their public presentation skills and learn to think in a clear and critical manner in real time. Students benefit from hearing the discussion and questions of other students. As a result, class discussion suffers in your absence and so does your participation grade. Of course, personal and family circumstances can require class absence. Students should contact the professor about such absences before the class. Please be professional.

Your grades will be based on the following formula:

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Presentation</td>
<td>20%</td>
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<tr>
<td>Exam 1</td>
<td>20%</td>
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<tr>
<td>Exam 2</td>
<td>30%</td>
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<tr>
<td>Activity assignments</td>
<td>20%</td>
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<tr>
<td>Class participation</td>
<td>10%</td>
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<tr>
<td><strong>TOTAL PERCENT</strong></td>
<td><strong>100%</strong></td>
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Final grades are based on total percent received in the course, which is the same as a weighted average if all assignments were grades on a scale of 0 - 100. Please note that I do not give letter grades on individual assignments or exams. I give a numerical score for each course element during the semester and assign letter grades based on a weighted average of the numerical scores. I also reserve the right to base final grades on a “curve” rather than use the standard scale below.

<table>
<thead>
<tr>
<th>Weighted numerical score of</th>
<th>Letter grade in the course</th>
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<tr>
<td>90.00% or above</td>
<td>A</td>
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<tr>
<td>80.00 % to 89.99%</td>
<td>B</td>
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<tr>
<td>70.00 % to 79.99 %</td>
<td>C</td>
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<tr>
<td>60.00 % to 69.99 %</td>
<td>D</td>
</tr>
<tr>
<td>Less than 59.99 %</td>
<td>F</td>
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Course Expectations

General expectations
Students are expected to attend all course sessions, complete all required readings prior to class time, take some notes on the lectures and presentations, participate in class discussions and
complete the written assignments and examinations. Some case study materials will be posted on the blackboard in advance. You are encouraged to read them before the meeting.

**Attendance**
Attending class sessions is an important part of the learning process. Please email your instructor in advance, if you are not able to attend the class for legitimate reasons. If you miss the class for no reasons, then an excessive amount of unexcused absences (3 or more) will result in a one-full level grade point deduction of the student’s overall score (i.e., from an A to a B).

**Examinations**
Students must take examinations when they are given to the class; makeup exams will be scheduled only for extraordinary circumstances. No one can be excused from an exam without notifying the instructor prior to the scheduled exam. If you miss an exam, I will assume that you have chosen to receive a "0" for your grade on that exam. The final exam will not be returned to students but may be reviewed by the student after the instructor has submitted final grades. Keep your own copy of the exam answers.

**Withdrawals**
Students have the right to withdraw from courses. Please note the dates on the academic calendar regarding drop dates. The earlier you drop a course, the more refund that you will receive. I urge you to maintain your commitment to this course, however, if you decide to withdraw, please recognize that it is to your benefit to do so as early as possible.

**Course Policies**

**Acceptable Student Behavior:**
Student behavior that interferes with an instructor’s ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at www.deanofstudents.unt.edu

**Blackboard**
Blackboard is an internet-based information display system, and it will be a primary source of additional reading materials and means of communication between students and the instructor for this course. You will find the course syllabus, additional required readings, and class lecture notes on the Blackboard site. You will submit your activity assignments and exams through the turnitin assignments on the Blackboard. **Students are expected to check Blackboard and their UNT emails frequently for course announcements and materials.** Plus, all new students should get a UNT computer account the first week of the class. If you encounter any technical difficulties or issues, you can contact student blackboard helpdesk.

Student blackboard helpdesk
Phone: (940) 565-2324
In person: SAGE 130
Academic Honesty
I sincerely trust and expect that academic dishonesty will not be an issue in this course. Unfortunately, it has become a very serious problem on many campuses. An act of academic dishonesty will result in a zero on the assignment and a recommendation of additional disciplinary action. In the event of suspected academic dishonesty, I may substitute a quiz, examination or other assignment for the work in question.

Original Work and Plagiarism
Unless explicitly assigned to work in groups, all students are expected to work independently. The project, exams, and exercises should be the student’s own work. Working together where it is clearly indicated is entirely appropriate, but if you are preparing a written product that will be submitted for evaluation, that product is expected to be the result of your work alone. Where questionable situations arise, always ask the instructor for clarification. Also, students must cite their sources where relevant, and plagiarism will be not tolerated and will be penalized severely at UNT. Please read MPA handbook for more information. You could also find information from the following website that defines academic dishonesty and available penalties: https://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf

The Learning Environment
The instructor is strongly committed to maintain a positive learning environment based on open communication, mutual respect, and non-discrimination. Please respect your instructor and fellow students. Our University does not discriminate on the basis of race, gender, age, disability, veteran status, religion, sexual orientation, color, or national origin. Any suggestions as to how to further such an environment will be appreciated and given serious consideration.

Policy on Cell Phone and Laptop in the Classroom
The classroom setting at an institution of higher learning is intended to serve as a venue that permits the transfer of knowledge and facilitates the sharing of ideas. As such, it is imperative that any distractions from these stated objectives be avoided and kept to a minimum. Potential disruptions include modern electronic devices such as laptop computers and cell phones.

Students are allowed to take notes on personal laptop computers to enhance the learning process, but they should not activate their internet browsers during class or use computers for non-academic purposes (as this diverts attention from the lecture/discussion for both the student using it and others nearby). If you choose to ignore this, plan to retake the class at a later date as it will result in one-full level grade point deduction from your final course grade (i.e., your overall grade in the course will move from an A to a B, a B to a C, etc.). Students should also avoid using cell phones to search the Internet or text while class is in session. Please keep your cell phones on silent mode for the duration of our meeting.

Exceptions to this policy will be at the discretion of the faculty only and may occur if searching the Internet is necessary to find additional information or facts related to the subject being covered on that particular day.

Incompletes, late homework, and extra work
In most cases, I do not allow students do extra work (i.e. an additional paper) to improve their grade in the course. This is not fair to other students who are not given the same opportunity.
Late homework will be penalized unless the student has a legitimate excuse or crisis causing the
delay in completing work (i.e. illness, family death). Also, I will only grant incompletes or
extensions to students who have legitimate excuses or crises and who make requests prior to the
end of the course.

You will lose 5% of your total score if you submit within 24 hours after the deadline. You will
lose 10% of your total score if you submit between 24 hours and 48 hours after the deadline.
Your assignment will not be accepted beyond 48 hours of the deadline.

Participation by Students with Disabilities
The Department of Public Administration, in cooperation with the Office of Disability
Accommodation (ODA), complies with the Americans with Disabilities Act in making
reasonable accommodations for qualified students with disabilities. Students with disabilities
must inform the instructor of the need for accommodations. Please present your written
accommodation request to the instructor during regular office hours before the 12th class day of
regular semesters (4th class day of the summer sessions). Those who require accommodations
for access and participation in this course should contact ODA at apply.oda@unt.edu.
https://disability.unt.edu/

Sexual Discrimination, Harassment, and Assault
UNT is committed to providing an environment free of all forms of discrimination and sexual
harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or
someone you know) has experienced or experiences any of these acts of aggression, please know
that you are not alone. The federal Title IX law makes it clear that violence and harassment
based on sex and gender are Civil Rights offenses. UNT has staff members trained to support
you in navigating campus life, accessing health and counseling services, providing academic and
housing accommodations, helping with legal protective orders, and more.

UNT’s Dean of Students’ website offers a range of on-campus and off-campus resources to help
support survivors, depending on their unique needs:
http://deanofstudents.unt.edu/resources_0. Renee LeClaire McNamara is UNT’s Student
Advocate and she can be reached through e-mail at SurvivorAdvocate@unt.edu or by calling the
Dean of Students’ office at 940-565-2648. You are not alone. We are here to help.

Student Evaluation of Teaching Effectiveness (SETE)
SETE is a requirement for all organized classes at UNT. This short survey will be made available
to you at the end of the semester, providing you a chance to comment on how this class is taught.
Once the SETE becomes available via your my.unt.edu portal, please complete the survey as it
will help in every effort to improve the instructor’s teaching skills.
Course Schedule, Overview

**Week 1:**
August 29: Introduction to the Course

**Week 2:**
September 5: Historical Review: Organization Theory

**Week 3:**
September 12: Public Organizations: Definition, Classification and Variation

**Week 4:**
September 19: The Environments of Public and Nonprofit Organization

**Week 5:**
September 26: No Class

**Week 6:**
October 3: Organizational Decision-Making

**Week 7:**
October 10: Leadership and Review Session

**Week 8:**
October 17: **EXAM 1** (Take-home Exam)

**Week 9:**
October 24: Organizational Goal

**Week 10:**
October 31: Organizational Structure

**Week 11:**
November 7: Contracting Out and Transaction Costs

**Week 12:**
November 14: Case Study Simulation

**Week 13:**
November 21: Understanding People in Public and Nonprofit Organization

**Week 14:**
November 28: Incentives and Public Service Motivation

**Week 15:**
December 5: Organizational Change and Review Session

**Final Week:**
December 12: **EXAM 2** (Take-home Exam)
Course Schedule, Detail  (subject to change)

**Week 1 (August 29): Introduction to Course**
*Reading:* Rainey, Chapter 1
*Lecture:* Organizational framework

**Week 2 (September 5): Historical Review: Organization Theory**
*Reading:* Rainey, Chapter 1 and Chapter 2
Taylor, Scientific Management
Weber, Bureaucracy
Gulick, Notes on the Theory of Organization
Simon, The Proverbs of Administration

*On September 5th, all students must sign up for a date to make the discussion co-lead project. 3-4 students as a group per week.*

**Week 3 (September 12): Public Organizations: Definition, Classification and Variation**
*Reading:* Rainey, Chapter 3
Boyne, Public and private management: What’s the difference?
Bozeman and Bretschneider, The “Publicness” Puzzle in Organization Theory: A test of alternative explanations of differences between public and private organizations.
*Lecture:* Are all organizations public? The concept of “Publicness”
*Activity 1:* (Due 09/11) What does Bozeman mean by “Publicness”? Describe your conception of “publicness”, and your perspective toward this approach to distinguish public and private organizations? Do you agree or disagree? Discuss.

*Discussion co-lead: The “blurring” of the sectors*

**Week 4 (September 19): The Environments of Public and Nonprofit Organization**
*Reading:* Rainey, Chapter 4; Chapter 5 (pp.109-132); Jeffrey Pfeffe, Chapter 5
*Class discussion:* Applying and comparing theoretical perspectives
*Case study:* The Case of the Vanishing Volunteers

*Discussion co-lead: Theoretical Perspectives on the Environments of Public Organizations* (focusing on comparing and contrasting population ecology, resources dependency theory, transaction cost theory, institutional perspective)
1. Jeffrey Pfeffe, Chapter 5
2. Malatesta Deanna and Smith Craig. Lessons from resource dependence theory for contemporary public and nonprofit management. PAR.

Week 5 (September 26): NO CLASS

Week 6 (October 3): Organizational Decision-Making
Reading: Rainey, Chapter 5 & Chapter 7 (pp.173-193)
Lindblom, 1959. The Science of Mudding Through

Class exercise: Comparing Decision Making Styles
*Activity 2: (Due 10/02) Using your local newspaper, find an example of a recent policy decision. Research the decision to discover any considerations that may help to explain how the decision came out. Alternatively, speculate on factors that led to the decision. Discuss the usefulness of the rationality model of decision making, the incrementalism model, and the garbage can model of decision-making in the context of the policy decision.

Discussion co-lead: The rational model of organization
1. Chapter 4. The Rational Model of Organization

Week 7 (October 10): Leadership in Public and Nonprofit Organizations
Reading: Rainey, Chapter 11 & 12

Lecture: Models of Leadership
Class exercise: Leadership Models and Styles

Discussion co-lead: What makes a leader? Identifying different leadership Styles

Review session for Exam 1

Week 8 (October 17): EXAM 1 (Take-home exam)

Week 9 (October 24): Organizational Goal and Effectiveness
Reading: Rainey, Chapter 6
Cohen et al, Chapter 10 (skim)

Lecture: Organizational Goal
*Activity 3: (Due 10/23) Find the organization goal of a government at states or local levels, or a nonprofit organization. Do you think it has goal clarity or ambiguity? Why?

Discussion co-lead: Why are goals clarity important in the public sector?


Week 10 (October 31): Organizational Structure

Reading: Rainey, Chapter 8 (pp.208-242); Cohen et al, Chapter 5 (pp.92-95)


Case study: Brookhaven National Laboratory

Discussion co-lead: Perceptions of organizational red tape


Week 11 (November 7): Contracting Out and Transaction Costs

Reading: Rainey, Chapter 4 (pp. 94-98)

Cohen et al, Chapter 7

Lecture: Contracting Out

Case study: The Case of the Crummy Contract

*Activity 4: (Due 11/06) Describe and discuss one service that you know the government has contracted out. Use an example that is controversial, if possible, perhaps one that you read about it in the news. Your example can be from any level of government-city, county, state and federal.

Discussion co-lead: Contract out and a transaction costs approach


**Week 12 (November 14): Case Study Simulation**

*Reading:* Cohen et al., Chapters 5, 6, 10, 11
Rainey, Chapter 7 (pp.193-207)

*Case study:* Instructions will be provided later.  
*Please read the case study in advance! Be prepared.*

**Discussion co-lead:** Strategies on communicating with the media, stakeholder groups and resolving conflict  
1. Rainey, Chapter 12  
2. Cohen et al, Chapter 11

**Week 13 (November 21): Understanding People in Public and Nonprofit Organization**

*Reading:* Rainey, Chapter 9  

*Lecture:* The Concept of Work Motivation and Motivation Theories
*Activity 5:* (Due 11/13) Find some strategies to find and maintain good people.

**Discussion co-lead:** How to find and keep good people?  
1. Cohen et al, Chapter 3

**Week 14 (November 28): Public Service Motivation (PSM)**

*Reading:* Rainey, Chapter 10  

*Lecture:* The Important Role of Public Service Motivation in the Public Sector
*Activity 6:* (Due 11/27) Talk about your public service motivation, and your understanding about PSM. Why do you choose to work for the public sector or maintain in the public sector? Describe the motivations or incentives.

*Case study:* The Case of Joe the Jerk

**Discussion co-lead:** Is there any difference in the public service motivation between public and nonprofit organizations?  

**Week 15 (December 5): Organizational Change and Innovation**

*Reading:* Rainey, Chapter 13
Chapter 14 (skim)

*Class exercise:* Habitat for Humanity of Median

**Discussion co-lead: Managing successful organizational change in the public sector**

2. Commentator articles from Tschirhart Mary; Mihn, J. C., Connor E Patric and Thompson Fred.

*Review session for Exam 2*

**Week 16 (December 12): EXAM 2 (Take-home Exam)***