Class Meeting: Wednesday, 2:00 pm to 4:50 pm  
Location: Chilton Hall, Room 274  
Class Number: 12995  
Instructor: Dr. Yu (Kelly) Shi  
Email: yu.shi@unt.edu  
Office: Room 204N, Chilton Hall  
Office Phone: 940-369-7248  
Office Hours: By appointment only

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.
Textbooks and Other Readings


(3) Other assigned readings can be found through UNT library or will be posted on Canvas. 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.

There are four requirements for the course:

1) **Examinations (weight of 20%):** You will need to take exam 1. Exams will cover material presented in the assigned texts, required readings, and class discussions. Good answers provide purposeful, justifiable and logical arguments, clear definitions for key concepts from the textbooks and required readings, and demonstrate knowledge and command of the topic area. In addition, it is very important that your 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 send your PPT slide and lecture notes to the instructor 24 hours before the presentation day.

3) **Activity assignments (weight of 30%):** There are 6 activity assignments, each of them will account for 5%. 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 in advance). You will need to submit your activity assignments to the online submission via Canvas at least 24 hours (by 2:00 pm on Tuesday) before the class starts. If you fail to submit it through online assignment on Canvas, I will assume that you choose to receive “0” for the week.

4) **Research paper (weight of 30%):** Write a literature review; about 20 pages long, double space, 12 fonts, inclusive of tables, charts, and references. More instructions will be provided later.
Your grades will be based on the following formula:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exam 1</td>
<td>20%</td>
</tr>
<tr>
<td>Research paper</td>
<td>30%</td>
</tr>
<tr>
<td>Activity assignments</td>
<td>30%</td>
</tr>
<tr>
<td>Presentation</td>
<td>20%</td>
</tr>
<tr>
<td><strong>TOTAL PERCENT</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

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>
</tr>
</thead>
<tbody>
<tr>
<td>90.00% or above</td>
<td>A</td>
</tr>
<tr>
<td>80.00 % to 89.99%</td>
<td>B</td>
</tr>
<tr>
<td>70.00 % to 79.99 %</td>
<td>C</td>
</tr>
<tr>
<td>60.00 % to 69.99 %</td>
<td>D</td>
</tr>
<tr>
<td>Less than 59.99 %</td>
<td>F</td>
</tr>
</tbody>
</table>

**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.

**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) is likely to 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](http://www.deanofstudents.unt.edu)

**Canvas**
Canvas, similar to Blackboard, is an internet-based information display system. Canvas is a primary source of additional reading materials, and means of communication between you and the instructor for this course. You will use the same credentials to log in to Canvas as they did for Blackboard. The URL for our Canvas log in page is: [https://unt.instructure.com/](https://unt.instructure.com/)

You will find the course syllabus, supplemental readings, project assignments, and class lecture notes on the Canvas site. You will submit your assignments and exams to the online assignment at the Canvas. More importantly, students are expected to check Canvas 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 need support or have any related questions, you can find information posted online here [https://clear.unt.edu/services/lms-support](https://clear.unt.edu/services/lms-support).

**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](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 your 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 and computers in the classroom 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). Students should also avoid using cell phones to search the Internet or text while class is in session. Please turn off your phones.

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 to 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 extension 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 with no legitimate reasons.

Participation by Students with Disabilities
The Department of Public Administration, in cooperation with the Office of Disability Access (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/

If you need accommodation for exams, please email your instructor at least 5-7 business days before the exam day to discuss about the accommodation.

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 Perceptions of Teaching (SPOT)
SPOT 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 SPOT 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:  
January 16:  Introduction to the Course: Framework

Week 2:  
January 23:  Historical Review: Organization Theory

Week 3:  
January 30:  Public Organizations: Definition, Classification and Variation

Week 4:  
February 06:  The Environments of Public and Nonprofit Organization

Week 5:  
February 13:  Organizational Decision-Making

Week 6:  
February 20:  Leadership in Public Organizations

Week 7:  
February 27:  Guest Speaker and Review Session

Week 8:  
March 06:  Exam 1

Week 9:  
March 13:  No Class (Spring Break)

Week 10:  
March 20:  Organizational Goal and Effectiveness

Week 11:  
March 27:  Organizational Structure

Week 12:  
April 03:  Case Study Simulation

Week 13:  
April 10:  Understanding People in Public and Nonprofit Organizations

Week 14:  
April 17:  Incentives and Public Service Motivation

Week 15:  
April 24:  Organizational Change and Review Session

Week 16:  
May 01:  Research Paper Due (by 6:00 pm)
Course Schedule, Detail (*subject to change*)

**Week 1 (January 16): Introduction to Course: Framework**
*Reading:* Rainey, Chapter 1
*Lecture:* Organizational framework

**Week 2 (January 23): 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 January 23, all students must sign up for a date to make the discussion co-lead project.*

**Week 3 (January 30): 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 01/29) What does Bozeman mean by “Publicness”? Discuss your definition of “publicness”, and your perspective toward Bozeman’s approach to distinguish between public and private organizations? Do you agree or disagree? Why?

*Discussion co-lead: The “blurring” of the sectors (discussing and comparing public and private organizations in terms of values, and empirical research results)*

**Week 4 (February 06): 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 (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 (February 13): 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 02/12) 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


Week 6 (February 20): 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 and comparing different leadership Styles


Week 7 (February 27): Guest Speaker and Review Session


*Activity 3:* (Due 02/26) Find a news report or article about public leadership, and share it with fellow students in the class. Mid-career students could also share some experience with fellow students. Tip: prepare this activity two or three weeks in advance.
Discussion co-lead: Leadership (introducing the leadership perspective model and its implications to public administrators, discussing whether this model is only applied to public managers or both public and private managers?)


Review session for Exam 1

Week 8 (March 06): EXAM 1 (Take-home exam)

Week 9 (March 13): No Class (Spring Break)

Week 10 (March 20): Organizational Goal and Effectiveness

*Reading:* Rainey, Chapter 6

Cohen et al, Chapter 10 (skim)

*Lecture:* Organizational Goal

*Activity 4:* (Due 03/19) 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? Is it important for the organization to have goal clarity? Why?

Discussion co-lead: Discuss whether and to what extent goal clarity/ambiguity are important in the public sector.


Week 11 (March 27): Organizational Structure-Red Tape

*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 (focusing on the concept, measures, perceptions from public and private managers about red tapes, and some findings about red tape in empirical research)


**Week 12 (April 03): 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.

*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 (April 10): Understanding People in Public and Nonprofit Organization**
*Reading*: Rainey, Chapter 9

*Lecture*: The Concept of Work Motivation and Motivation Theories

*Activity 5*: (Due 04/09) Find some effective HR strategies to find and maintain good people. Provide some examples of ineffective strategies or examples from your personal experience.

*Discussion co-lead*: How to find and keep good people? (Discuss “Turkey Farm” and pros and cons of various strategies introduced by Cohen et al.)
1. Cohen et al, Chapter 3

**Week 14 (April 17): Public Service Motivation (PSM)**
*Reading*: Rainey, Chapter 10

*Lecture*: The Important Role of Public Service Motivation in the Public Sector

*Activity 6*: (Due 04/16) 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? If there is, why PSM is important?

**Week 15 (April 24): Organizational Change and Innovation**

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

*Lecture*: Organization Change and Development

*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 (May 01): Research Paper Due (by 6:00 pm)**