

University of North Texas

PADM 3020 - Fall 2026

Public Management

Instructor Information

Faculty:	Brian Collins
Office:	204C Chilton Hall or Zoom is also available after an appointment
Office Hours:	Tue and Thurs 1:00 PM - 2:00 PM. or by appointment at 204C Chilton Hall. Zoom meetings are available at https://unt.zoom.us/j/3713373111 with an appointment.
Class Type:	Online course
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Please note: This Syllabus can change in response to UNT Policies. If this were to occur, students would be given advanced notice and a copy of the changes.

Course Description

As the environment of public organizations grows more complex, as citizens demand more from government while giving less, and as knowledge becomes the most valuable resource in an organization, the pressure on government and non-profit organizations to get results has never been greater. In this course, we approach the practice of leadership and management in terms of the individual. You will be introduced to mechanisms for answering two basic questions: (1) what is public management? and (2) how should we do it?

Some of the issues discussed in the course will be conceptual, some will be practical. Scholars generally group these topics under the heading of three dimensions of public management – structure, culture, and craft. All of the issues we will discuss will build the foundation for essential competencies that support high-performance public organizations.

Course Objectives

Upon completing this course, students should be able to:

1. Explain the general practice of leading and managing high-performance public organizations.
2. Identify fundamental changes in management over time.
3. Discuss the dimensions of public management.
4. Apply various techniques and tools for improving the effectiveness of public organizations.
5. Critically evaluate one's organization using various perspectives.
6. Suggest courses of action for improving performance in public organizations.

Course Structure

This course takes place 100% online. Your interaction with me and with other students will take place in Canvas. There are 16 weeks of content including exams that you will move through. Each module has a weekly assignment that is typically due on Friday at the end of the week. Some assignments have different due dates. Modules open about two weeks prior to an assignment's due date, but moving from one module to the next requires completion and review of all the material in the previous module. Therefore, students may work ahead of the physical calendar for the semester, but only to a point. This constraint is designed to ensure that the material is being reasonably digested.

Required/Recommended Materials

- “Public management: thinking and acting in three dimensions ” - Carolyn J. Hill and Laurence E. Lynn, Jr. 2nd Ed. ISBN 9781483344324.

✂ Online PDF is available at UNT Library, <https://discover.library.unt.edu/catalog/b6228704>

Some additional reading will be handed out or posted on Canvas. Required readings for each class are included in the course calendar. Students are also encouraged to occasionally review professional associations for career development. The following are good examples:

- International City/County Management Association: icma.org
- National Association of State Chief Administrators: nasca.org
- American Society of Public Administration: aspanet.org

How to Succeed in this Course

While I want to make myself as available as possible to each of you, I do have to place some limitations on when I can be contacted. First, if you need to email me directly, **please use the Canvas email interface** which is expedite your communication. Most general questions can go through the Q & A forum in the Discussion Board area where both faculty and students can crowdsource answers.

If you have a private question, please contact me **via Canvas email** and I will attempt to respond within 24 hours on weekdays. Please do not expect a response over the weekend. Please use my phone number as a last resort - but, also, please use it if you need to! My number is 940-565-2318.

Normally, I will return feedback on all written assignments within 1 week of the actual due date (not when you submit). However, if I see that I will be unable to return your feedback that quickly I will post an announcement to let everyone know when it can be expected.

Course Syllabus

It is imperative that you keep a copy of the syllabus. It contains important information including the schedule, reading assignments, deliverables, and grade structure of the course. Furthermore, it contains information I expect you to utilize in the preparing of assignments. Failure to follow specific instructions will impact your grade. I retain the right to alter the syllabus, as needed. While alterations are not planned, if any changes are made to this document, they will be clearly announced at the beginning of class periods. The Department of Public Administration's policies on cheating and plagiarism, disability accommodation, use of laptops and cellphones and student behavior are included at the end of the syllabus.

Course Policies

I expect all students to conduct themselves with professional courtesy, which includes but is not limited to the following:

Reading Assignments: Reading assignments should be completed in advance, and class members should be prepared for online discussions.

Cheating or Plagiarism: In accordance with departmental policy (attached), cheating or plagiarism will result in a grade of F for the course. Any work submitted for a grade should be the original work of the student. **Remember, plagiarism** is a violation of acceptable student conduct. Long quotations should be avoided. Text or unique ideas taken directly from an author (quoted or paraphrased) should be cited and that citation should include a page

number for the text. Violations will not be treated lightly, and disciplinary action will be taken should such violations occur. Please see the professor if you have any questions about academic integrity in general or as it relates to particular requirements for this course.

(1) Late Work: Just as you would expect to turn in a work assignment in a timely manner, so also you should submit class assignments by the deadline with no exceptions or justifications for late work. No points are given for late work. If you miss a deadline, the world will not end. If you miss several deadlines, your credit will be in jeopardy.

(2) Respect for fellow students, the field, and the instructor: Although some of the issues we will cover can be controversial and may evoke an emotional response, please treat other students respectfully. When I am in front of the class lecturing or addressing a question from a student, I expect your full attention. This means no talking with other students or in any way distracting me or the class from the lecture/discussion. Please wait your turn if you would like to contribute to the discussion. Do not carry on a conversation with someone else in the class or you may be asked to leave the classroom – And Please Turn off your Ring thingsies.

(3) Generative AI Use in This Course: Generative AI tools can be useful learning aids, but they cannot replace your own critical thinking and writing. In this course the use of generative AI is for limited purposes (brainstorming, outlining, or clarifying concepts) provided you do the following:

1. Disclose the use clearly at the end of the assignment (or in a footnote/appendix).
2. Identify the tool used and briefly describe how you used it.
3. Substantially revise any AI-generated text so that the final submission reflects your own analysis, voice, and understanding.
4. Accept full responsibility for the accuracy, originality, and quality of everything you submit.

Example disclosure “I used Claude to generate a rough outline and to suggest possible counter-arguments. I rewrote all sections in my own words and verified all claims against course materials and scholarly sources.”

Submitting work that was substantially written by AI without disclosure, or failing to revise AI-generated content into your own work, is a violation of the UNT Student Academic Integrity Policy (06.003) and may result in a grade penalty on the assignment, a failing grade for the course, or referral for formal academic misconduct proceedings. If you are unsure whether a particular use is allowed, contact me before submitting the assignment.

(4) Syllabus Changes: I reserve the right to change, modify, add to, alter, delete, and otherwise rearrange the syllabus to make the learning process accessible and in response to changes in a situation. If this were to occur, students would be given advanced notice and a copy of the changes.

ODA accommodation statement

The University of North Texas makes reasonable academic accommodation for students with disabilities. Students seeking reasonable accommodation must first register with the Office of Disability Access (ODA) to verify their eligibility. If a disability is verified, the ODA will provide you with a reasonable accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request reasonable accommodation at any time; however, ODA notices of reasonable accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of reasonable accommodation for every semester and must meet with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of reasonable accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of students.

For additional information, refer to the Office of Disability Access website (<http://www.unt.edu/oda>). You may also contact ODA by phone at (940) 565-4323.

Assessing Your Work

A combination of weekly quizzes, short essays, and exam constitute the evaluation of your work in this course. will be utilized for the class sessions. **Weekly assignments and exams are typically due on Friday 9:00 PM of the assigned week, but some assignments may be due later so check Canvas which is the determinative source of deadlines.**

1. **Weekly quiz.** Small quizzes will be assigned every week except exam week (**week 8, week 16**). Each quiz will consist of multiple-choice questions and will cover the course contents of each week. The quizzes are open book and questions remain open until the exam is submitted. These count for 35 percent of your grade. Student expected to finish quiz by **Friday 9:00 PM** of each assigned week.

2. **Short essay.** There will be short essays throughout the semester on the reading materials. There will be four (4) short essay assignments. All reading assignments should be completed on the date indicated in the syllabus. Students are expected to submit double-spaced, 12pt, Times New Roman, and 300-500 words short responses. Students are expected to submit responses by **Friday at 9:00 PM** of each assigned week. Short responses will count for 10 percent of the final grade. The goal is precision, efficiency, and effective writing, not necessarily length.

3. **Discussion.** All students must address discussion questions in assigned weeks. Ten (10) small discussion questions will be assigned to students. Each assigned week, students are supposed to visit the discussion board to write a short reply. Students also suppose to add at least one (1) comment to the other student's answer. These count for 10 percent of your grade. Student expected to finish their initial discussion post by Friday 9:00 PM of each assigned week, but have until Monday of the next week to replay to a colleague in the discussion forum.

4. **Mid-term exam.** A Mid-term exam will be administered in the middle of the semester in **week 8**. It will include twenty (20) multiple-choice questions. It will account for 20 percent of the final grade. The exam will cover only the first half of the semester. Exam questions will be opened on **Monday at 9:00 AM** of week 8. The students must submit their answers to the Canvas module by **Friday at 9:00 PM** of week 8. The exam is open book and time delimited once the exam is opened.

5. **Final exam.** A final exam will be administered at the end of the semester in week 16. It will include twenty (20) multiple-choice questions. It will account for 25 percent of the final grade. The final test will cover only the second half of the semester. The final exam will be an open-book. The exam questions will be opened on **Monday at 9:00 AM of finals week, and** students must submit their answers to the Canvas module by **Friday at 9:00 PM** of finals week.

Activity	Percentage of Final Grade	Points total
Weekly quiz	25 Points x 14 weeks (35%)	350 pts
Short essay	25pts x 4 weeks (10%)	100 pts
Discussion	10 points x 10 weeks (10%)	100 pts
Mid-term Exam	200 Points (20%)	200 pts
Final Exam	250 Points (25%)	250 pts
Total Points	1000 (100%)	1000 pts

The standard scale below will be used for final grades:

A = 900-1000 B = 800-899 C = 700-799 D = 600-699 F = 500-599

This course does not offer extra work to improve grades. Incompletes will not be offered without documentation of emergencies or crisis level problems. Late assignments are not accepted.

Course Requirements/Schedule

Unit 1: First-half

Week	Date	Topic	Assignment Due	Points Possible	% of Final Grade
Week 1	08/17-08/21	Ch1. What is Public Management (PM).	Weekly Quiz	25 pts.	2.5%
			Short essay 1	25 pts.	2.5%
Week 2	08/24-08/28	Ch2. Accountability in PM.	Weekly Quiz	25 pts.	2.5%
			Discussion	10 pts.	1%
Week 3	08/31-09/4	Ch3. Structures in PM - Background of Political Institution.	Weekly Quiz	25 pts.	2.5%
			Discussion	10 pts.	1%
			Short essay2	25 pts.	2.5%
Week 4	09/08-09/11	Ch4. Structures in PM 1 - U.S. Government System	Weekly Quiz	25 pts.	2.5%
			Discussion	10 pts.	1%
Week 5	09/14-09/18	Ch5. Structures in PM 2 - Administrative State and Bureaucracy.	Weekly Quiz	25 pts.	2.5%
			Discussion	10 pts.	1%
Week 6	09/21-09/25	Ch6. Structures in PM 3 - Designing Government Structures.	Weekly Quiz	25 pts.	2.5%
			Discussion	10 pts.	1%
Week 7	09/28-10/02	Ch7. Structures in PM 4 - Rules and Regulations.	Weekly Quiz	25 pts.	2.5%
Week 8	10/05-10/09	Mid-Term Exam		200 pts.	20%

Unit 2: Second-half

Week	Date	Topic	Assignment Due	Points Possible	% of Final Grade
Week 9	10/12-10/16	Ch8. Cultures in PM 1 - Building Blocks.	Weekly Quiz	25 pts.	2.5%
Week 10	10/19-10/23	Ch9. Cultures in PM 2 - Institutionalized Values, Organizational Culture	Weekly Quiz	25 pts.	2.5%
			Discussion	10 pts.	1%
			Short essay3	25 pts.	2.5%
Week 11	10/26-10/30	Case study: Organizational Culture and Ethics of PM, The Space Shuttle Colombia accident.	Weekly Quiz	25 pts.	2.5%
			Discussion	10 pts.	1%
Week 12	11/02-11/6	Ch10. Crafts in PM 1 - Managerial Styles, Leadership in Public Organizations.	Weekly Quiz	25 pts.	2.5%
			Discussion	10 pts.	1%

Week 13	11/9-11/13	Ch11. Crafts in PM 2 - Organizational Decision-making.	Weekly Quiz	25 pts.	2.5%
			Discussion	10 pts.	1%
			Short essay4	25 pts.	2.5%
Week 14	11/16-11/20	Case study: Leadership in PM and Decision-making.	Weekly Quiz	25 pts.	2.5%
			Discussion	10 pts.	1%
Week 15	11/30-12/04	Ch12. Three Dimensions of PM - Structure, Culture, Craft	Weekly Quiz	25 pts.	2.5%
Week 16	12/07-12/11	Final Exam		250 pts.	25%

Grading Policies

Grades are based on mastery of the content. As a rule, I do not grade on a “curve” because that is a comparison of your outcomes to others. I do, however, encourage you to find opportunities to learn with and through others. Explore Navigate’s Study Buddy (<https://navigate.unt.edu>) tool to join study groups. Maximize your learning with our coaching staff at the Learning Center.

Rules of Engagement

Rules of engagement refer to the way students are expected to interact with each other and with their instructors. Here are some general guidelines:

- Any communication that utilizes cruel and derogatory language will not be tolerated.
- Treat your instructor and classmates with respect in any communication online or face-to-face, even when their opinion differs from your own.
- Avoid using all caps while communicating digitally. This may be interpreted as “YELLING!”
- Be cautious when using humor or sarcasm in emails or discussion posts as tone can be difficult to interpret digitally.
- Avoid using “text-talk”.
- Proofread and fact-check your sources.
- Keep in mind that online posts can be permanent, so think first before you type.

Standard policies

Students will be notified by Eagle Alert if there is a campus closing that will impact a class and describe that the calendar is subject to change, check the UNT’s policy on emergencies here, [Emergency Notifications and Procedures Policy \(PDF\)](https://policy.unt.edu/sites/default/files/06.049_Standard%20Syllabus%20Policy%20Statements_supplement.pdf); [Academic Integrity Policy \(PDF\)](https://policy.unt.edu/sites/default/files/06.049_Standard%20Syllabus%20Policy%20Statements_supplement.pdf), https://policy.unt.edu/sites/default/files/06.049_Standard%20Syllabus%20Policy%20Statements_supplement.pdf.

Also describe the standards for academic integrity in the course, citing the next website https://policy.unt.edu/sites/default/files/06.049_Standard%20Syllabus%20Policy%20Statements_supplement.pdf.

Communication Expectations

The primary tool of communication for this course is the Canvas course portal. You should send personal concerns or questions to me via Canvas e-mail. I try to respond within 24 hours of your e-mail. If you e-mail me on Saturday or Sunday, you may receive a response on Monday morning. I intend to post grades within 7 days of the due date of assignment, quiz, or test. Please visit this site for online communication tips at

<https://clear.unt.edu/online-communication-tips>.

Supporting Your Success and Creating a Learning Environment

I also encourage you to review UNT's student code of conduct so that we can all start with the same baseline civility understanding (Code of Student Conduct, <https://deanofstudents.unt.edu/conduct>).

Technology requirements for courses with digital materials:

This course has digital components. To fully participate in this class, students will need internet access to reference content on the Canvas Learning Management System. If circumstances change, you will be informed of other technical needs to access course content. Information on how to be successful in a digital learning environment can be found at Learn Anywhere, <https://online.unt.edu/learn>.

Technical Assistance

Part of working in the online environment involves dealing with the inconveniences and frustration that can arise when technology breaks down or does not perform as expected. Here at UNT, we have a Student Help Desk that you can contact for help with Canvas or other technology issues.

- **UIT Help Desk**

Website: <http://www.unt.edu/helpdesk/index.htm>

Email: helpdesk@unt.edu

Phone: 940-565-2324

In Person: Sage Hall, Room 130

Walk-In Availability: 8 am-9 pm

Telephone Availability

-Sunday: noon-midnight;

-Monday-Thursday: 8 am-midnight;

-Friday: 8 am-8 pm;

-Saturday: 9 am-5 pm;

Laptop Checkout: 8 am-7 pm

For additional support, visit Canvas Technical Help,

<https://community.canvaslms.com/docs/DOC-10554-4212710328>.