

University of North Texas

PADM 3020 - Fall 2025

Public Management

Instructor Information

Faculty:	Hyo-Jun Kim
Pronouns:	him/his/he
Office:	114E Chilton Hall or Zoom is also available after an appointment
Office Hours:	Mon & Wed 1:00 PM- 3:00 PM. Anytime by appointment
Class Type:	Online course
Email:	Hyojun.kim@unt.edu

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 their 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? (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 should, at the minimum, expose you to the essential competencies for managing in the 21st century and, it is hoped, improve your ability to manage 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. We will have synchronous video conferences using Zoom throughout the semester if we need. Other than that, your interaction with me and with your fellow students will take place in Canvas. There are 16 weeks of content that you will move through. I will open up two (2) new module each week.

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 advised to stay on top of current events and debates. Time will be reserved in class to discuss current leadership topics related to the public sector.

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. I would prefer that most general questions go through the Q & A forum in the Discussion Board area. If you have a general question about the course or assignments, please post it there. Either I will answer it, or, one of your classmates will. This way we can all benefit from the questions asked, and they can be answered in a venue that the whole class can see. You may also want to find someone in class to be a "buddy" with. This will give you at least one other person who you can email with questions.

Normally, I will return feedback on all written assignments within 1 week of the due date. 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. You can expect to see me participate in the discussion board after all student original posts have been posted - usually on the Friday of the first week of the module.

**** GenAI rule in the course**

If you want to use Generative AI in your assignments (essays), you must properly cite or disclose its use. Failure to do so may result in penalties or a reduction in your grade.

Course Syllabus

It is imperative that you keep a copy of the syllabus. It contains important information relative to the course 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:

(1) Reading Assignments: Reading assignments should be completed in advance, and class members should be prepared for daily class discussions. I love to lecture, but at this level of your education your participation is required. When the readings are discussed it will be assumed you will be prepared to lead a discussion and or participate significantly.

(2) 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.

(3) Late Work: Just as you would expect to turn in a work assignment in a timely manner, so also should you submit class assignments in a timely manner. Late work will be subject to a penalty of a grade-a-day deduction unless an arrangement is made well in advance of the due date of an assignment. There will be a 5 % point deduction per day (every 24 hours) if the late policy is applied.

(4) 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 thingies.

(5) Limited use of GenAI

Throughout the semester, you will or may use specific Generative AI (GenAI) tools, such as Chat gpt, Gemini, Claude etc., for certain assignments, with guidance on responsible use. These assignments help build ethical resilience and GenAI literacy, preparing you for careers in a GenAI-oriented workforce.

In accordance with the UNT Honor Code, unauthorized use of GenAI tools is prohibited. Using GenAI content without proper credit or substituting your own work with GenAI undermines the learning process and violates UNT academic integrity policy. If you're unsure whether something is allowed, please seek clarification.

This course allows limited use of Generative AI for assignments. If you want to use Gen AI in your work, you must disclose its use. Failure to disclose the use of Gen AI may result in a penalty to your grade.

(6) 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 accommodations 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 lecture, discussion, and classroom activities will be utilized for the class sessions. The course assignments have connected each other to help student's knowledge building through the semester. I will introduce the pertinent subject matter and attempt to tie together the various readings on a topic, but you will be expected to actively participate in the discussions. You are expected to read and comprehend all of the required readings. **All weekly assignments and exams are due on Friday 9:00 PM of the assigned week.**

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. 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 short responses by **Friday at 9:00 PM** of each assigned week. Short responses will count for 10 percent of the final grade. There will be no point deduction based on word count if you write all the things needed.

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 discussion by Friday 9:00 PM of each assigned week.

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 and two (2) short essay questions. It will account for 20 percent of the final grade. The exam will cover only the first half of the semester. The final exam will be an open-book, take-home exam. The exam questions will be opened on **Monday at 9:00 AM (Oct. 6, 2025)**. The students must submit their answers to the Canvas module until **Friday at 9:00 PM (Oct. 10, 2025)**

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 and two (2) short essay 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 and take-home exam. The exam questions will be opened on **Monday at 9:00 AM (Dec. 8, 2025)**. The students must submit their answers to the Canvas module by **Friday at 9:00 PM. (Dec. 12, 2025)**

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

The standard scale below will be used for grading:

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

In most cases, I do not allow students to do extra work (i.e., an additional paper) to improve their grades 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, etc.). Also, I will only grant incompletes or extensions to students who have legitimate excuses or crises and who make requests before the end of the course.

You will lose 5% of your total score if you submit within 48 hours after the deadline. You will lose 10% of your total score if you submit beyond 48 hours after the deadline. Your assignment will not be accepted beyond 7 days of the deadline with no legitimate reasons or no communications with the instructor. Please email the instructor BEFORE the deadline to request an accommodation to waive the late policy.

Course Requirements/Schedule

Unit 1: First-half

Week	Date	Topic	Assignment Due	Points Possible	% of Final Grade
Week 1	08/18-08/22	Ch1. What is Public Management (PM).	Weekly Quiz	25 pts.	2.5%
			Short essay 1	25 pts.	2.5%
Week 2	08/22-08/29	Ch2. Accountability in PM.	Weekly Quiz	25 pts.	2.5%
			Discussion	10 pts.	1%
Week 3	09/01-09/05	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	09/08-09/12	Ch4. Structures in PM 1 - U.S. Government System	Weekly Quiz	25 pts.	2.5%
			Discussion	10 pts.	1%
Week 5	09/15-09/19	Ch5. Structures in PM 2 - Administrative State and Bureaucracy.	Weekly Quiz	25 pts.	2.5%
			Discussion	10 pts.	1%
Week 6	09/22-09/26	Ch6. Structures in PM 3 - Designing Government Structures.	Weekly Quiz	25 pts.	2.5%
			Discussion	10 pts.	1%
Week 7	09/29-10/03	Ch7. Structures in PM 4 - Rules and Regulations.	Weekly Quiz	25 pts.	2.5%
Week 8	10/06-10/10	Mid-Term Exam		200 pts.	20%

Unit 2: Second-half

Week	Date	Topic	Assignment Due	Points Possible	% of Final Grade
Week 9	10/13-10/17	Ch8. Cultures in PM 1 - Building Blocks.	Weekly Quiz	25 pts.	2.5%
Week10	10/20-10/24	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%
Week11	10/27-10/31	Case study: Organizational Culture and Ethics of PM, The Space Shuttle Colombia accident.	Weekly Quiz	25 pts.	2.5%
			Discussion	10 pts.	1%
Week12	11/03-11/07	Ch10. Crafts in PM 1 - Managerial Styles, Leadership in Public Organizations.	Weekly Quiz	25 pts.	2.5%
			Discussion	10 pts.	1%

Week13	11/10-11/14	Ch11. Crafts in PM 2 - Organizational Decision-making.	Weekly Quiz	25 pts.	2.5%
			Discussion	10 pts.	1%
			Short essay4	25 pts.	2.5%
Week14	11/17-11/21	Case study: Leadership in PM and Decision-making. * No module on Thanksgiving week	Weekly Quiz	25 pts.	2.5%
			Discussion	10 pts.	1%
Week15	12/01-12/05	Ch12. Three Dimensions of PM - Structure, Culture, Craft	Weekly Quiz	25 pts.	2.5%
Week16	12/08-12/12	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. Focus on areas where you are struggling in this course by attending scheduled study group sessions with me the week before each exam. Forward together! Every student in my class can improve by doing their own work and trying their hardest with access to appropriate resources. Students who use other people’s work without citations will be violating UNT’s Academic Integrity Policy. Please read and follow this important set of guidelines for your academic success (<https://policy.unt.edu/policy/06-003>). If you have questions about this, or any UNT policy, please email me or come discuss this with me during my office hours.

Attendance and Participation

Because this course involves collaboration, participation is essential to learning. Our project-based activities require you to be actively engaged in discussions and group work. I understand tardiness and absences may occur. If you are late in submitting an assignment or taking a quiz, please drop me an email to let me know the circumstances. If you must miss class, please let me know before your absence.

* COVID-19 IMPACT

Students are expected to participate the class and to abide by the attendance policy established for the course. It is important that you communicate with the professor and the instructional team prior to being absent, so you, the professor, and the instructional team can discuss and mitigate the impact of the absence on your attainment of course learning goals. Please inform the professor and instructional team if you are unable to attend class meetings because you are ill, in mindfulness of the health and safety of everyone in our community. If you are experiencing any symptoms of COVID (<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>) please seek medical attention from the Student Health and Wellness Center (940-565-2333 or askSHWC@unt.edu) or your health care provider PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Team at COVID@unt.edu for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure.

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:

- While the freedom to express yourself is a fundamental human right, any communication that utilizes cruel and derogatory language based on race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law 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.
- Ask for and use the correct name and pronouns for your instructor and classmates.
- Speak from personal experiences. Use “I” statements to share thoughts and feelings. Try not to speak on behalf of groups or other individuals’ experiences.
- Use your critical thinking skills to challenge other people’s ideas, instead of attacking individuals.
- 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” unless explicitly permitted by your instructor.
- Proofread and fact-check your sources.
- Keep in mind that online posts can be permanent, so think first before you type.
- **Notice: Class recordings are reserved for use only by students in this class for educational purposes. The recordings should not be shared outside the course in any form. Failing to follow this restriction is a violation of the UNT Code of Student Conduct and could lead to disciplinary action.**

For more information on Netiquette Guidelines:

<http://teach.ufl.edu/wp-content/uploads/2012/08/NetiquetteGuideforOnlineCourses.pdf>

Standard policies

Every student in my class can improve by doing their work and trying their hardest with access to appropriate resources. Students who use other people’s work without citations will be violating UNT’s Academic Integrity Policy. Please read and follow this important set of guidelines for your academic success, <https://policy.unt.edu/policy/06-003>. If you have questions about this or any UNT policy, please email me or come discuss this with me during my office hours.

Note: 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); Academic Integrity Policy (PDF),

[https://policy.unt.edu/sites/default/files/06.049_Standard%20Syllabus%20Policy%20Statements_supplement.p
df.](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.p
df.](https://policy.unt.edu/sites/default/files/06.049_Standard%20Syllabus%20Policy%20Statements_supplement.p
df)

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. You will receive a response 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 completing the 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 an Inclusive Learning Environment

Every student in this class should have the right to learn and engage in an environment of respect and courtesy from others. We will discuss our classroom's habits of engagement and 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 and [faculty member to include other required equipment or software such as a webcam, microphone, Adobe Photoshop, etc.]. 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>.