

University of North Texas

PADM 3020 – 2023 Fall

PUBLIC MANAGEMENT

Faculty: Jintak Kim
Office: 114 E Chilton Hall (Zoom is also available)
Office Hours: Mon & Wed 1:00pm - 2:30pm. Anytime by appointment
Class Type: **Asynchronous Online**
Email: Jintak.Kim@unt.edu

-
- **This syllabus can be changed in response to UNT policies. If this were to occur, students will 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? (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, in 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.

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.

Some additional reading will be added and 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

Course Syllabus

You need to keep a copy of the syllabus. It contains important information related 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 preparation 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 your participation is required at this level of your education. 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) **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 changing in a situation. If this were to occur, students would be given advanced notice and a copy of the changes.

Course Diversity and Inclusion Statement

The Department of Public Administration believes in the fundamental principles of life, liberty, equality, equity, and in doing good to all people as we serve our students and the public interest.

- We believe in the importance of diversity and inclusion
- We believe in fairness and equity for all faculty and students in and out of class
- We believe in mutual respect and civility for all students and faculty
- We believe that faculty and students have a right to a redress of grievances
- We believe that students and faculty should be actively engaged in good works

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

1. The following information will provide students with the standards and timing to be successful in your course:

ASSIGNMENTS: Course Structure, Requirements, and Grading Criteria

A combination of lectures, discussions, 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 required readings. **All weekly assignments and exams are due on Friday 9:00 PM of the assigned week.**

0. **Syllabus quiz and "Introduce Yourself"**. You must complete these assignments to access the course modules! Syllabus quiz and "introduce yourself" are the first weekly quiz and discussion assignments you will need to do.

1. **Weekly quiz**. A small set of 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.

2. **Short essay**. There will be several short essay assignments throughout the semester over the reading materials. There will be four (4) short essay assignments. All reading assignments should be completed by the date indicated in the syllabus. The 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 9:00 PM of each assigned week. Short responses will count for 10 percent of the final grade. No point deduction will be based on word counts if you wrote everything needed.

3. **Discussion**. All students must address discussion questions in assigned weeks. Ten (10) small discussion questions will be assigned to the students. Each assigned week, students are supposed to visit the discussion board to post a short discussion answer. The student also supposes to add at least one (1) comment to the other student's answer. These count for 10 percent of your grade.

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 (Week 8). The students must submit their answers to the Canvas module by 9:00 PM Friday.

6. **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, take-home

exam. The exam questions will be opened on Monday at 9:00 AM (Week 16). The students must submit their answers to the Canvas module by 9:00 PM Friday.

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

A = 900 - 1000

B = 800 - 899

C = 700 - 799

D = 600 - 699

F = 500 - 599

Course Requirements/Schedule

Introduction to the course

Week	Topic	Assignment Due	Points Possible	% of Final Grade
Week 1* (Aug 21 - Aug 25)	Ch.1: What is Public Management?	Weekly quiz	25 pts.	2.5%
		Short essay 1	25 pts.	2.5%
		Syllabus quiz	25 pts.	2.5%
		Introduce Yourself	10 pts.	1%

Unit 1: First half

Week	Topic	Assignment Due	Points Possible	% of Final Grade
Week 2 (Aug 28 - Sep 1)	Ch. 2: Accountability	Weekly quiz	25 pts	2.5%
		Discussion	10 pts	1%
Week 3* (Sep 4 - Sep 8)	Ch. 5: Structures in public management- "Administrative State" and Political institution	Weekly quiz	25 pts	2.5%
		Discussion	10 pts	1%
		Short essay 2	25 pts	2.5%
Week 4 (Sep 11 - Sep 15)	Ch. 4: Structures in Public Management 1	Weekly quiz	25 pts	2.5%
		Discussion	10 pts	1%
Week 5 (Sep 18 - Sep 22)	Ch. 6: Structures in Public Management 3	Weekly quiz	25 pts	2.5%
		Discussion	10 pts	1%
Week 6 (Sep 25 - Sep 29)	Ch. 7: Structures in Public Management 4	Weekly quiz	25 pts	2.5%
Week 7 (Oct 2 - Oct 6)	Ch 12: Three dimensions of Public Management	Weekly quiz	25 pts	2.5%
Week 8* (Oct 9 - Oct 13)	MID-TERM EXAM (No class this week)		200 pts	20%

Unit 2: Second half

Week	Topic	Assignment Due	Points Possible	% of Final Grade
<i>Week 9</i> (Oct 16 - Oct 20)	Ch. 8: Cultures in Public Management 1	<i>Weekly quiz</i>	<i>25 pts</i>	<i>2.5%</i>
		<i>Discussion</i>	<i>10 pts</i>	<i>1%</i>
Week 10* (Oct 23 - Oct 27)	Ch. 9: Cultures in Public Management 2	<i>Weekly quiz</i>	<i>25 pts</i>	<i>2.5%</i>
		<i>Discussion</i>	<i>10 pts</i>	<i>1%</i>
		Short essay 3	25 pts	2.5%
<i>Week 11</i> (Oct 30 - Nov 3)	Case study: Organizational culture and Ethics of PM	<i>Weekly quiz</i>	<i>25 pts</i>	<i>2.5%</i>
		<i>Discussion</i>	<i>10 pts</i>	<i>1%</i>
Week 12* (Nov 6 - Nov 10)	Ch. 10: Crafts in Public Management 1	<i>Weekly quiz</i>	<i>25 pts</i>	<i>2.5%</i>
		<i>Discussion</i>	<i>10 pts</i>	<i>1%</i>
		Short essay 4	25 pts	2.5%
<i>Week 13</i> (Nov 13 - Nov 17)	Ch. 11: Crafts in Public Management 2	<i>Weekly quiz</i>	<i>25 pts</i>	<i>2.5%</i>
		<i>Discussion</i>	<i>10 pts</i>	<i>1%</i>
(Nov 20 - Nov 24)	Thanksgiving Break (No Class this week)			
<i>Week 15</i> (Nov 27 - Dec 1)	Case study: Leadership in PM and Decision-making	<i>Weekly quiz</i>	<i>25 pts</i>	<i>2.5%</i>
		<i>Discussion</i>	<i>10 pts</i>	<i>1%</i>
(Dec 4 - Dec 8)	Reading & Feedback Week (No Class this week)			
Week 16* (Dec 11 - Dec 15)	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) (<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) (<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

I have great respect for students who are balancing the demands of their coursework with the responsibilities of caring for family members. If you run into challenges that require you to miss a class or submit your assignment late, please contact me. There may be some flexibility we can offer to support your academic success.

COVID-19 IMPACT

Students are expected to participate in 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) (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.