

**University of North Texas**  
**PADM 3020 – 2026 Summer**  
**PUBLIC MANAGEMENT**

## Instructor Information

<b>Faculty:</b>	Jintak Kim
<b>Pronouns:</b>	him/his/he
<b>Office:</b>	114E Chilton Hall or Zoom is also available after an appointment
<b>Office Hours:</b>	Mon & Wed 1:00 PM- 3:00 PM. Anytime by appointment
<b>Class Type:</b>	Online course
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- **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 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.

## 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 needed. Other than that, your interaction with your fellow students and with me will take place in Canvas. There are 8 weeks of content that you will move through. I will open up new modules each week. You can access modules for each week, a week ahead of the assigned week (i.g. In Week 1, you will see Week 1 and Week 2 modules. In Week 2, you will also see Week 3 modules).

## 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.

Normally, I will return feedback on all written assignments within a week of the due date. However, if I see that I will be unable to return your feedback quickly, I will post an announcement to let everyone know when to expect it.

### \*\* 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 related to the course including the schedule, reading assignments, deliverables, and grade structure of the course. Furthermore, it contains information I expect you to use in preparing 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 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 thingsies.

**(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.

## ASSIGNMENTS: Course Structure, Requirements, and Grading Criteria

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

0. **"Introduce Yourself"**. You must complete these assignments to access the course modules! "Introduce yourself" are the extra discussion assignments you will need to do. You will get some bonus points (10 points).
1. **Weekly quiz**. Small quizzes will be assigned every week except exam weeks (week 4, week 8). Each quiz will consist of multiple-choice questions and will cover the course contents of each week. These count for 30 percent of your grade. Students are expected to finish the quiz by **Friday, 9:00 PM** of each assigned week.
2. **Short essay**. There will be short essays 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 a double-spaced, 12pt, Times New Roman, and 300-500-word short response. Students are expected to submit short responses by **Friday, 9:00PM** of each assigned week. Short essays will count for 10 percent of the final grade. There will be no point deduction based on word counts if you wrote all the things needed.
3. **Discussion**. All students must address the discussion questions in the assigned weeks. Six (6) discussion questions will be assigned to the students. Each assigned week, each student is expected to visit the discussion board to write a short reply. The students are also supposed to add at least one (1) comment to the other student's answer. These count for 10 percent of your grade. Extra 10 points will be given if the student participates in all discussions. Students are expected to finish the discussion by Friday, 9:00 PM of each assigned week.
4. **Midterm exam**. A Mid-term exam will be administered in the middle of the semester in week 4. It will include **fifteen (15) multiple-choice** questions and **two (2) essay** questions. It will account for 25 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 9:00 AM of Week 4**. The students must submit their answer to the Canvas module by **Friday, 9:00 PM**.
6. **Final exam**. A final exam will be administered at the end of the semester in week 8. It will include **fifteen (15) multiple-choice** questions and **two (2) 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 9:00 AM of Week 16**. The students must submit their answer to the Canvas module by **Friday 9:00 PM**.

## Assignments Summary and Points Allocation

Activity	Percentage of Final Grade	Points total
Weekly quiz	50 Points x 6 weeks (30%)	300pts
Short essay	25pts x 4 weeks (10%)	100pts
Discussion	15 points x 6 weeks (9%) + possible 10 bonus points (1%)	100pts
Mid-term Exam	250 Points (25%)	250pts
Final Exam	250 Points (25%)	250pts
<b>Total Points</b>	<b>1000 (100%)</b>	<b>1000pts</b>

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 without legitimate reasons or without communication with the instructor. Please email the instructor BEFORE the deadline to request an accommodation to waive the late policy.

## Course Requirements/Schedule

### Introduction to the course

<b>Week</b>	<b>Topic</b>	<b>Assignments</b>	<b>Points Possible</b>	<b>% of Final Grade</b>
<b>Week 1</b> June 1 - 5	<i>Ch.1: What is Public Management?</i>	<i>Weekly Quiz</i>	50 pts.	5%
		<i>Discussion</i>	15 pts.	1.5%
		<i>Introduce Yourself</i>	10 pts.	1%

### Unit 1: First half

<b>Week</b>	<b>Topic</b>	<b>Assignments</b>	<b>Points Possible</b>	<b>% of Final Grade</b>
<b>Week 2</b> June 8 - 12	<i>Ch. 4: Structures in Public Management 1</i>	<i>Short Essay 1</i>	25 pts.	2.5%
	<i>Ch. 5: Structures in public management- "Administrative State" and Political institution</i>	<i>Weekly Quiz</i>	50 pts.	5%
		<i>Discussion</i>	15 pts.	1.5%
<b>Week 3</b> June 15 - 19	<i>Ch. 6: Structures in Public Management 3</i>	<i>Short Essay 2</i>	25 pts.	2.5%
		<i>Weekly quiz</i>	50 pts.	5%
	<i>Ch. 7: Structures in Public Management 4</i>	<i>Discussion</i>	15 pts.	1.5%
<b>Week 4</b> June 22 - 26	<b>MID-TERM EXAM (No class this week)</b>		<b>250 pts.</b>	<b>25%</b>

## Unit 2: Second half

<b>Week</b>	<b>Topic</b>	<b>Assignment Due</b>	<b>Points Possible</b>	<b>% of Final Grade</b>
<b>Week 5</b> June 29 - July 3	Ch. 8: Cultures in Public Management 1	<i>Short Essay 3</i>	25 pts.	2.5%
	Ch. 9: Cultures in Public Management 2	<i>Weekly Quiz</i>	50 pts.	5%
		<i>Discussion</i>	15 pts.	1.5%
<b>Week 6</b> July 6 - 10	Ch. 10: Crafts in Public Management 1	<i>Short Essay 4</i>	25 pts.	2.5%
	Ch. 11: Crafts in Public Management 2	<i>Weekly Quiz</i>	50 pts.	5%
		<i>Discussion</i>	15 pts.	1.5%
<b>Week 7</b> July 13 - 17	Case study: Leadership in PM and Decision-making	<i>Weekly Quiz</i>	25 pts.	2.5%
	Case study: Organizational culture and Ethics of PM	<i>Discussion</i>	10 pts.	1%
<b>Week 8</b> July 20 - 24	<b>FINAL EXAM</b>		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](mailto: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](mailto: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.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](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. 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](mailto: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>.