

PADM 3020 Public Management, Summer 2025

Instructor Information

Ojonugwa Emmanuel

Office: 118 Chilton Hall or Zoom (available on request)

Office Hours: Mon 9:00 am - 11:00 am

Class Type: Online

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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.

Communication Expectations

This course is 100% online. The primary communication tool for this course is Canvas course portal. Please make sure that you have access to Canvas, and please visit this site for online communication tips: <https://clear.unt.edu/online-communication-tips>.

Throughout the semester, please feel free to send me your questions and concerns via e-mail. You can also request virtual office hours via Zoom (I will be flexible throughout the semester). Other than that, your interaction with me and with your fellow students will take place on Canvas. I will open a new module each week as we move along

Course Diversity and Inclusion Statement

The Department of Public Administration believes in the fundamental principles of life, liberty, equality, and 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 redress of grievances.
- We believe students and faculty should actively engage in good works.

I intend that students from all diverse backgrounds and perspectives be well-served by this course, that students' learning needs be addressed both in and out of class, and that the diversity that students bring to this class be viewed as a resource, strength, and benefit. I intend to present materials and activities that are respectful of diversity: gender identity, sexuality, disability, age, socioeconomic status, ethnicity, race, nationality, religion, and culture. Your suggestions are encouraged and appreciated. Please let me know ways to improve the effectiveness of the course for you personally, or for other students or student groups.

ODA accommodation statement

The University of North Texas makes reasonable academic accommodations 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 the faculty to begin a private discussion regarding your specific needs on 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.

Course Description

As the environment of public organizations grows more complex, as citizens demand more from their government while paying 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 Zoom meetings throughout the semester if needed. Other than that, your interaction with me and with your fellow students will take place in Canvas. There are 8 weeks of content that you will move through. I will open up two (2) new modules each week, there are weeks that we will have part one and two (they will appear as Week 1-1, Week 1-2 etc).

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://ebookcentral.proquest.com/lib/unt/reader.action?docID=5603522&ppg=1>
- Some additional reading will be posted on Canvas. Required reading for each class is 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.

Course Requirements/Schedule

Week	Dates	Topic Module	Assignment	Point	%
Week 1	06/02-06/07	Ch1. What is Public Management (PM)? Ch2. Accountability in PM.	Quiz 1	100	10
Week 2	06/09-06/14	Political Institution - Background of Structures in PM. Ch4. Structures in PM 1 - US Government System (Federal, State, Local).	Quiz 2	100	10
Week 3	06/16-06/21	Ch5. Structures in PM 1 - Administrative State and Bureaucracy. Ch6. Structures in PM 2 - Designing Government Structures.	Quiz 3	100	10
Week 4	06/23-06/28	Mid-term Case Study - Principal-agent relationships in the case of the JetFighter policy.	Case study	200	20
Week 5	06/30-07/05	Ch8. Cultures in PM 1 - Building Blocks. Ch9. Cultures in PM 2 - Institutionalized Values, Organizational Culture			
		Case Study Discussion 1 - Organizational Culture and Ethics of PM, The Space Shuttle Columbia Accident.	Discussion 1	100	10
Week 6	07/07-07/12	Ch10. Crafts in PM 1 - Managerial Styles, Leadership in Public Organizations.			
Week 7	07/14-07/19	Ch11. Crafts in PM 2 - Organizational Decision-making.			
		Case Study Discussion 2 - Organizational Decision-making in PM, Bay of Pigs Invasion	Discussion 2	100	10
Week 8	07/21-07/25	Final Exam	Final Exam	200	20

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 Saturday 11:59. Quizzes 1, 2, 3, and Mid-term Case study may be extended by June 29 Saturday 11:59 PM while Discussion 1 and 2 by July 27 Saturday 11:59 PM.

Assessments	Content	Points	% of Grade
Activities	Quizzes	3@100 = 300	30
	Case Study Discussions	2@100 = 200	20
Term Project	Mid-Term Case Study	200	20
Exam	Final-Exam	200	20
Attendance	Weekly Canvas Access	100	10
	Total Points	1000	100
Bonus Points	On-Time Submission of Quizzes and Discussions	5@10 = 50	5
	Spot Evaluation at 60 % of response rate	50	5

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.

Details of assignments and exams in Canvas modules

1. Weekly Quiz (300 points, 30 %)

Based on class modules and assigned readings, small quizzes will be administered in weeks 1, 2, and 3 (each worth 100 points, or 10% of the total). The quizzes are intended to test your mastery of the material covered. A quiz would comprise 10 objective-type questions based on weekly readings. Quizzes will be administered through Canvas. Students would have two attempts and two (2) hours to answer the questions before the quiz deadline. If you complete each one on time, you will get 10 bonus points.

2. Case Study Discussion (200 points, 20%).

All students must address the discussion questions in the assigned weeks. Two (2) discussions with sub-questions will be assigned to students (100 points or 10 % each). We will utilize the “Discussion” modules in Canvas, which provide an integrated system for class discussions. Each week, students should visit the discussion module to complete the given questions and add at least one (1) comment to another student’s answer. Your response to a topic should be between 200 and 300 words. If you stick to the rubric, you will get a total of 100 points for each. If you complete each one on time, you will get 10 bonus points.

3. Mid-term Case Study (200 points, 20 %)

The assessment of the Case Study is the same as that of the Case Study Discussion. Please keep in mind that the due date is Saturday, June 28, 11:59 PM—the only exception is university-approved excuses, such as ODA.

4. Attendance (100 points, 10 %)

Based on your Canvas participation record, your attendance will be evaluated. For example, you will get 100 points if your participation record shows you access Canvas every week.

5. Final exam (200 points, 20 %).

A final exam will be administered at the end of the semester in week 8. It will include twenty (20) multiple-choice questions and two (2) short essay questions. Exams will cover material from the assigned readings, quizzes, PowerPoint slides/lectures, and posted supplemental material including posted videos and posted articles if any. The final exam will be an open-book and take-home exam via Canvas. So, you should find a silent place providing high Internet speed. Exams are to be taken without assistance from anyone else. **You have 3 hours** to complete the exam from the time you open the online link. The final exam will not be comprehensive. I reserve the right to make any adjustments to course assignments, as necessary. **The exam questions will be opened from July 22 Monday 09:00 AM to July 27 Saturday 11:59 PM. No make-up exams will be given unless a university-approved excuse has been provided.**

6. Bonus for Spot Evaluation (50 points, 5 %)

In addition to the on-time submission bonus (total 50 points or 5 %), you all win another bonus of 50 points from the SPOT evaluation if you make 60 % of the respondent rate.

Attendance and Participation

Because this course involves collaboration, participation is essential to learning. Our project-based activities require actively engaging in discussions. I understand tardiness and absences may occur. If you are late in submitting an assignment or taking a quiz, **please send me an email to let me know the circumstances.**

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 students have posted their original posts.

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 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, any changes made to this document 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 that 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 consult with the professor if you have any questions about academic integrity in general or as it relates to specific 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 changes in a situation. If this were to occur, students would be given advanced notice and a copy of the changes.

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.]. You will be informed of other technical needs to access course content if circumstances change. 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, you can contact a Student Help Desk 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>.

Rules of Engagement

Rules of engagement refer to the manner in which students are expected to interact with one another 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.
- Respect your instructor and classmates in any online or face-to-face communication, even when their opinions differ from yours.
- Ask for and use the correct names 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.

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.