Class Meeting: Thursday, 6:00 pm to 8:50 pm
Location: Remote
Class Number: 12534
Instructor: Dr. Yu (Kelly) Shi
Email: yu.shi@unt.edu
Office: Room 204N, Chilton Hall
Office Hours: Virtual meetings by email appointment only

Teaching Assistant 1: Kingsley Ukwandi
Email: Kingsley.Ukwandi@unt.edu
Zoom: XXX
Office Hour: Thursdays, 5-6pm

Teaching Assistant 2: Jenisa R.C
Email: jenisarc@my.unt.edu
Zoom: XXX
Office Hour: Wednesdays, 5-6pm

Course Perquisites: None

Course Overview and Objectives:

The course involves key readings in the field and the analysis of cases, concepts, theories, methods, and procedures in managing public organizations, with emphasis on applications to public and nonprofit organizations. Readings and lectures will orient students to basic concepts and research that inform our thinking on public management. Each student is responsible, through self-study, reading assignments, and class interaction, to learn relevant public management theory, concepts and applications.

Students will develop knowledge of the important components or dimensions of organization, leadership, and management, and develop a sense of how one leads and organizes in these areas—leading change, motivating and maintaining people, designing organizations, and making strategic decisions. You will also learn the state of knowledge and managerial thinking on these topics and others covered in the course.

Specifically, by the end of the semester you should be able to:

• Describe the main theories and paradigms associated with the field of public management.
• Describe the major developments in organization and management theory.
• Understand what makes public management different from private management.
• Identify strategies for formulating and achieving public management objectives.
• Describe theories of work motivation and their application to public management.
• Discuss the relationship between organizational structure and outcomes.
• Have an understanding of the key forces that drive change and the flexibility and adaptability that are essential attributes for implementing change.
• Assess the state of research on various public management topics and evaluate the relative merits.
• Have an understanding of how organizations operate and work together to gain an understanding of the broader organizational environment.
• Present materials both orally and in a written report.
• Be able to work in a team; deal effectively with conflict; and negotiate, delegate and communicate effectively across constituencies.
• Take responsibility for one’s own work and decisions. To complete one’s work in a professional and ethical manner.

Diversity Statement:

Respect for Diversity: It is my intent 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. It is my intent to present materials and activities that are respectful of diversity: gender, sexuality, disability, age, socioeconomic status, ethnicity, race, 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. In addition, if any of our class meetings conflict with your religious events, please let me know so that we can make arrangements for you.

Reading Materials:


(3) Other assigned readings can be found through UNT library or will be posted on Canvas. Newspaper and magazine articles are available online through LexisNexis or at the library. It is the student’s responsibility to locate assigned articles and read all materials prior to class.

Course Requirements and Grading:

This course is a remote one, and it will use a combination of synchronous and asynchronous learning methods. The class requires students attend live Zoom meetings 5 times (01/14, 02/04, 02/25, 03/25, 04/15) from 6:00pm to 8:50pm during the Spring semester. For these meeting dates, the class will focus on discussions and review sessions. For other weeks, pre-recorded
lecture videos are posted on Canvas by Mondays. Students in this course are required to complete the following assignments.

There are three requirements for the course:

1) **Examinations (weight of 50%)**: There will be two remote exams. Exam 1 accounts for 20% and exam 2 accounts for 30%. Exams will cover material presented in the assigned texts, required readings, and class discussions. Good answers provide purposeful, justifiable and logical arguments, clear definitions for key concepts from the textbooks and required readings, and demonstrate knowledge and command of the topic area. In addition, it is very important that your answers specifically address the question(s) asked in the exam. More details about the exams will be provided in the review sessions.

2) **Discussion Paper (weight of 18%)**: You will work on a discussion paper *individually* for ONE week of your choice. Weeks 3, 5, 6, 9, 10, 12 and 13 offer the choices of discussion paper topics and readings. Each of these weeks accepts a maximum of 10 students. Students will sign up the week on Canva by 01/15.

The discussion paper will include (a) a short summary of the assigned reading for the week, and provide (b) critical ideas and discussion in combination with some ideas in the required reading, (c) prepare 2-3 discussion questions. The paper length should be a at least two-page (no maximum page limitation but at least two pages) single-space short essay of the assigned reading and include discussion questions and definition in the extra page (this means if you have a 2-page essay, you will put your definitions of terms and discussion questions in the 3rd page). **The document is NOT a summary of the readings.** It should highlight the connections between the reading and its implications for practice, and be sure to include at least 2-3 discussion questions. Quality is important. Please submit the discussion paper to Canvas by 6:00pm on Thursdays.

*Written work format requirements:

- 12 points font Times Roman
- 1-inch margin, single spaced
- MS word format submitted to the Canvas (do not submit PDF document)
- APA reference style

3) **Activity Assignments (weight of 32%)**: There are 4 activity assignments, each of them will account for 8%. You need to prepare at least a one-page (single space, no maximum limit, no bullet points) memo for these activities (activity with *) individually. The main purposes of these assignments are to help you summarize the readings, think critically, engage and participate in the class discussions. Especially for some activity assignments (such as news article), you may want to prepare early (perhaps one or two weeks in advance). You will need to submit your activity assignments to the online submission at Canvas by 6:00pm on 4 dates (i.e., 01/28; 02/18; 03/18; 04/08). If you fail to submit it through online assignment on Canvas, I will assume that you choose to receive “0” for the week.

Your grades will be based on the following formula:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion paper</td>
<td>18 %</td>
</tr>
<tr>
<td>Exam 1</td>
<td>20 %</td>
</tr>
</tbody>
</table>
Exam 2 30 %
Activity assignments 32 %
TOTAL PERCENT 100 %

Final grades are based on total percent received in the course, which is the same as a weighted average if all assignments were grades on a scale of 0 - 100. Please note that I do not give letter grades on individual assignments or exams. I give a numerical score for each course element during the semester and assign letter grades based on a weighted average of the numerical scores. I also reserve the right to base final grades on a “curve” rather than use the standard scale below.

<table>
<thead>
<tr>
<th>Weighted numerical score of</th>
<th>Letter grade in the course</th>
</tr>
</thead>
<tbody>
<tr>
<td>90.00% or above</td>
<td>A</td>
</tr>
<tr>
<td>80.00 % to 89.99%</td>
<td>B</td>
</tr>
<tr>
<td>70.00 % to 79.99 %</td>
<td>C</td>
</tr>
<tr>
<td>60.00 % to 69.99 %</td>
<td>D</td>
</tr>
<tr>
<td>Less than 59.99 %</td>
<td>F</td>
</tr>
</tbody>
</table>

Course Technology & Skills:

Minimum technology requirements when studying remotely:
- Computer
- Reliable internet access
- Microsoft Office Software (CloudLab at UNT allows you to remote access to UNT’s physical computer labs and virtual labs over the internet)

Computer skills & digital literacy
- Using Canvas
- Using email with attachments
- Downloading and installing software
- Using spreadsheet programs (e.g., excels)
- Using presentation and graphics programs

Technical assistance at UNT
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.

University Information Technology (UIT) Help Desk: UIT Student Help Desk site (https://it.unt.edu/helpdesk), Email: helpdesk@unt.edu
Phone: 940-565-2324
In Person: Sage Hall, Room 130
Walk-In Availability (subject to change): Monday-Friday 8am-6pm
CloudLab: https://it.unt.edu/cloudlab
Course Expectations and Policies:

Course Expectations

General Policy
The instructor will NOT check the weekly attendance given that this course is a remote one. However, students are required to watch lecture videos, complete required readings, submit assignments on time and attend required live Zoom meetings.

COVID-19 Impact on Attendance
It is important for all of us to be mindful of the health and safety of everyone in our community, especially given concerns about COVID-19. Please contact me if you are unable to submit assignments on time because you are ill due to a related issue regarding COVID-19. It is important that you communicate with me prior to being absent so I may make a decision about accommodating your request to be excused from class.

If you are experiencing any symptoms of COVID-19 (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 Hotline at 844-366-5892 or COVID@unt.edu for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure. While attendance is an important part of succeeding in this class, your own health, and those of others in the community, is more important.

Examination Policy
Students must take examinations when they are given to the class; makeup exams will be scheduled for extraordinary circumstances. No one can be excused from an exam without notifying the instructor at least 3 business days prior to the scheduled exam. If you miss an exam with no reasons, I will assume that you have chosen to receive a "0" for your grade on that exam. The exams will not be returned to students but may be reviewed by the student after the instructor has submitted grades.

Withdrawals
Students have the right to withdraw from courses. Please note the dates on the academic calendar regarding drop dates. The earlier you drop a course, the more refund that you will receive. I urge you to maintain your commitment to this course, however, if you decide to withdraw, please recognize that it is to your benefit to do so as early as possible.

Course Policies
Canvas
Canvas is a primary source of additional reading materials, and means of communication between you and the instructor for this course. You will use the same credentials to log in to Canvas as they did for Blackboard. The URL for our Canvas log in page is: https://unt.instructure.com/

You will find the course syllabus, reading materials, lecture videos, Zoom meeting links, course assignments on the Canvas site. You will submit your individual assignments, discussion papers, and exams to the Turnitin assignment on the Canvas. More importantly, students are expected to
check Canvas and their UNT emails frequently for course announcements and materials. Plus, all new students should get a UNT computer account the first week of the class. If you need support or have any related questions, you can find information posted online here https://clear.unt.edu/services/lms-support.

**Original Work and Plagiarism**

Unless explicitly assigned to work in groups, all students are expected to work independently. The project, exams, and exercises should be the student’s own work. Working together where it is clearly indicated is entirely appropriate, but if you are preparing a written product that will be submitted for evaluation, that product is expected to be the result of your work alone. Where questionable situations arise, always ask the instructor for clarification. Also, students must cite their sources where relevant, and plagiarism will be not tolerated and will be penalized severely at UNT. Please read MPA handbook for more information. You could also find information from the following website that defines academic dishonesty and available penalties: https://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf

**Incompletes, late homework, and extra work**

All extension requests need to be reviewed and approved by the instructor under the COVID-19. Please request extension from the instructor when it is necessary. In most cases, I do not allow students do extra work (i.e. an additional paper) to improve their grade 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). Also, I will only grant incompletes or extension to students who have legitimate excuses or crises and who make requests prior to the end of the course. This is the late policy for this course: For every 24 hours later than the deadline, you will lose 5% of the total score. In other words, if the assignment is late for 2 days, the assignment will be deducted 10% of the total score, and so on. Your assignment will not be accepted beyond 7 days of the deadline with no legitimate reasons.

**University Policies**

**ADA Policy**

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first go to the Office of Disability Accommodation (ODA) website (https://disability.unt.edu/) to verify their eligibility and read information. You can request the letter of Accommodation online and ODA will mail your LOAs to the instructor. Students should use AIM Student Portal to complete this request process. Under COVID-19, ODA provides the following links to information about COVID-19 accommodations, https://disability.unt.edu/sites/default/files/Student%20Information%20-%20How%20To%20Make%20COVID%20Requests%20FINAL%20VERSION.pdf

**Student Perceptions of Teaching (SPOT)**

SPOT is a requirement for all organized classes at UNT. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught. Once the SPOT becomes available via your my.unt.edu portal, please complete the survey as it will help in every effort to improve the instructor’s teaching skills.
Course Schedule, Overview

Week 1:
  January 14: Zoom meeting 1 (Introduction & Framework)

Week 2:
  January 21: Historical Review: Organization Theory

Week 3:
  January 28: Organization Sectoral Differences Activity#1 Due

Week 4:
  February 04: Zoom meeting 2 (Discussion)

Week 5:
  February 11: The Environments of Public and Nonprofit Organization

Week 6:
  February 18: Organizational Decision-Making Activity#2 Due

Week 7:
  February 25: Zoom meeting 3 (Discussion & Review Session 1)

Week 8:
  March 04: EXAM 1 (Remote Exam)

Week 9:
  March 11: Organizational Structure and Red Tape

Week 10:
  March 18: Crises and Crises Management Activity#3 Due

Week 11:
  March 25: Zoom meeting 4 (Discussion)

Week 12:
  April 01: Understanding People and Motivation

Week 13:
  April 08: Leadership in Public Organizations Activity#4 Due

Week 14:
  April 15: Zoom meeting 5 (Discussion & Review Session 2)

Week 15:
  April 22: Review and Read Week (Optional Zoom Meeting)

Week 16:
  April 29: EXAM 2 (Remote Exam)

Note: The dates highlighted in yellow have live Zoom meetings. Please plan well and attend.

Zoom meeting ID: 731 286 5157
Zoom meeting passcode: PADM5020
*Please do not share Zoom meeting information with students who are not enrolled in the class*
Course Schedule, Detail (*subject to change*)

Week 1 (January 14): Zoom Meeting 1-Introduction
Reading: Rainey, Chapter 1
Lecture: Organizational framework
*Discussion paper sign up needs to be done by 4:00pm, January 15th. If not signed up, instructor will randomly assign students.

Week 2 (January 21): Historical Review: Organization Theory
Reading: Rainey, Chapter 1 and Chapter 2
Taylor, Scientific Management
Weber, Bureaucracy
Gulick, Notes on the Theory of Organization
Simon, The Proverbs of Administration

Week 3 (January 28): Public Organizations: Definition, Classification and Variation
Reading: Rainey, Chapter 3
Bozeman and Bretschneider, The “Publicness” Puzzle in Organization Theory: A test of alternative explanations of differences between public and private organizations.
Lecture: Are all organizations public? The concept of “Publicness”

*Activity#1: (Due 01/28) Discuss your opinion regarding to the differences between public and private sectors. In what areas of public organizations (e.g., motivations, structure, goals), do you believe that there is a blurring of the sectors?

Week 3 Discussion paper: Discuss some aspects of sectoral differences from a practitioner perspective.
1. Brewer et al. 2011, JPART.
2. Holt, 2020, JPART.
3. Mastekaasa, 2020, JPART.

Week 4 (February 04): Zoom Meeting 2-Discussion
-Activity#1 Reflection
-Lecture Core Concepts Review

Week 5 (February 11): The Environments of Public and Nonprofit Organization
Reading: Rainey, Chapter 4; Chapter 5 (pp.109-132)
Lecture: Applying and comparing theoretical perspectives

Week 5 Discussion paper: Theoretical Perspectives on the Environments of Public Organizations (comparing and contrasting population ecology, resources dependency theory, transaction cost theory, institutional perspective)
1. Jeffrey Pfeffe, Chapter 5
2. Malatesta Deanna and Smith Craig. Lessons from resource dependence theory for contemporary public and nonprofit management. PAR.
Week 6 (February 18): Organizational Decision-Making
Reading: Rainey, Chapter 5 & Chapter 7 (pp.173-193)
Lecture: Decision Making Models
*Activity#2: (Due 02/18) Using local newspaper (in any states or other countries), find an example of a recent local level policy decision. Research the decision to discover any considerations that may help to explain how the decision came out. Alternatively, speculate on factors that led to the decision. Discuss the usefulness of the rationality model of decision making, the incrementalism model, and the garbage can model of decision-making in the context of the policy decision.

Week 6 Discussion Paper: Discuss some decision-making practices in the public sector or discuss their differences in the public versus private sector.

Week 7 (February 25): Zoom Meeting 3-Discussion & Review Session for Exam 1
- Activity#2 Reflection
- Lecture Core Concepts Review
- Exam 1 Review Session

Week 8 (March 04): EXAM 1 (Remote exam)

Week 9 (March 11): Organizational Structure-Red Tape
Reading: Rainey, Chapter 8 (pp.208-242); George et al, 2021, PAR.
Lecture: Structure

Week 9 Discussion Paper: Discuss the relevance of red tape to the public sector and organizational performance.
1. Linos and Riesch, 2020, PAR.
2. Kaufman et al. 2021, PAR.

Week 10 (March 18): Crises and Crises Management for Public Organizations
Reading: Comfort, 2007; PAR.
Schuster et al, 2020, PAR.
Xu and Basu, 2020, ARPA.
Lecture: Crisis Management in the Public Sector

*Activity#3: (Due 03/18) How do your organization responded to COVID-19 pandemic? In your opinion, were these responses effective? What are some possible strategies to improve crisis management for your organization?

Week 10 Discussion Paper: Describe and discuss some thoughts you have or any lessons you learned after reading this week’s reading about crisis management and disaster resilience of local governments.
1. Moynihan, 2008; PAR.
2. Garnett et al., 2007; PAR.
3. Dzigbede et al. 2020, PAR

**Week 11 (March 25): Zoom Meeting 4-Discussion**  
- Activity#3 Reflection  
- Lecture Core Concepts Review

**Week 12 (April 01): Understanding People in Public Organizations**  
*Reading*: Rainey, Chapter 9; Cohen et al, Chapter 3.  
Brewer, Gene and Selden Sally Coleman. 2000. PAR.  
*Lecture*: The Concept of Work Motivation and PSM

*Week 12 Discussion Paper*: Discuss your perspectives toward PSM. Do you think it exists in the public sector? What are some possible strategies to motivate people working in the public sector?  
1. Piatak and Holt, 2020; JPART.  
2. Harari et al, 2017, JPART.

**Week 13 (April 08): Leadership in Public Organizations**  
*Reading*: Rainey, Chapter 11 & 12  

*Lecture*: Models of Leadership

*Activity#4*: (Due 04/08) Discuss “Turkey Farm” introduced by Cohen et al. in Chapter 3 from a leadership perspective. Do you agree or disagree?  

*Week 13 Discussion Paper*: What makes and facilitates a public-sector leader?  
1. Wright et al, 2012. PAR  

**Week 14 (April 15): Zoom Meeting 5-Discussion & Review Session for Exam 2**  
- Activity#4 Reflection  
- Lecture Core Concepts Review  
- Exam 1 Review Session

**Week 15 (April 22): Review Week (Live Q&A session)**

**Week 16 (April 29): EXAM 2 (Remote Exam)**