Managing Public Organizations
Summer 2021

Class Meeting: Remote
Location: Remote
Class Number: 12482
Instructor: Dr. Yu (Kelly) Shi
Email: yu.shi@unt.edu
Office: Room 204N, Chilton Hall
Office phone: 940-891-6790

Teaching assistant: Jintak Kim
Email: Jintak.Kim@unt.edu

Office Hours: Fridays (3-4pm) of May 14, 28 & June 11, 15
Zoom meeting ID: 731 286 5157
Zoom meeting passcode: PADM5020

Course Perquisites: None

Course Overview and Objectives:

The course involves key readings in the field and the analysis of concepts, theories, and procedures in managing public organizations, with emphasis on applications to public 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 pre-recorded lectures, 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, motivating and maintaining people, structuring 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.
• 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 in a written report.
• 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:


(2) Other assigned readings can be found through UNT library or will be posted on Canvas. Newspaper and magazine articles are available online through Google 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 uses a remote and asynchronous learning method. From week 1 to week 7, pre-recorded lecture videos are posted on Canvas by Tuesdays. In addition to watching lecture videos, students in this course are required to complete the following assignments.

There are three requirements for the course:

1) Examinations (weight of 30%): There will be one remote exam, which accounts for 30%. Exam will cover material presented in the assigned texts, required readings, and lectures. 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.
2) Discussion Papers (weight of 40%): You will work on two discussion papers individually for two weeks of your choice. Week 2 to week 6 offer the choices of discussion paper topics and readings. Please submit the discussion papers to Canvas by 9:00pm of specific due dates. The discussion paper will include critical ideas and discussion of discussants’ reading in combination with some ideas in the required reading. The paper length should be at least four-page and double-spaced short essay of the assigned reading for discussants (including reference section). The document is NOT a summary of the readings. It should highlight the connections between the reading and its implications for practice. Quality is important.

*Written work format requirements:
- Four pages (maximum)
- 12 points font Times Roman
- 1-inch margin, double spaced
- MS word format submitted to the Canvas (do not submit PDF document)
- APA reference style

3) Activity Assignments (weight of 30%): There are 3 activity assignments, each of them will account for 10%. 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, and have a better understanding of lectures. You will need to submit your activity assignments to the online submission at Canvas by 9:00pm of May 24, June 7, and June 21.

Your grades will be based on the following formula:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion papers</td>
<td>20%*2</td>
</tr>
<tr>
<td>Exam</td>
<td>30 %</td>
</tr>
<tr>
<td>Activity assignments</td>
<td>10%*3</td>
</tr>
<tr>
<td>TOTAL PERCENT</td>
<td>100 %</td>
</tr>
</tbody>
</table>

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>
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</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](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 and asynchronous one. However, students are required to watch pre-recorded lecture videos, complete readings, and submit assignments and discussant papers on time.

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](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. Email submission of exams will not be graded and accepted. All exams must be submitted via Canvas. Late submission of exam will ONLY be graded if it is submitted within 24 hours after the hard deadline.

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, course assignments on the Canvas site. You will submit your individual assignments, discussion papers, and exams to the Turnitin assignment on the Canvas. All these assignments, including exam, discussion papers, and activity assignments, must be submitted to Canvas, and email submission will not be accepted.

More importantly, students are expected to check Canvas and their UNT emails frequently for course announcements and materials. 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. **Students must request for assignment extension or special accommodations before the deadline of any assignment or exam.** 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. Students must communicate effectively and timely with the instructor for any late submission or accommodations.

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:**  
May 10-14: Historical Review: Organization Theory (Optional Zoom May 14)

**Week 2:**  
May 17-21: Organization Sectoral Differences *Activity#1 Due May 24*

**Week 3:**  
May 24-28: The Environments of Public Organizations (Optional Zoom May 28)

**Week 4:**  
May 31-June 4: Organizational Decision-Making *Activity#2 Due June 7*

**Week 5:**  
June 7-11: Organizational Structure and Red Tape (Optional Zoom June 11)

**Week 6:**  
June 14-18: Understanding People and Motivation *Activity#3 Due June 21*

**Week 7:**  
June 21-25: Leadership in Public Organizations (Optional Zoom June 25)

**Week 8:**  
June 28-July 2: **EXAM**

Note: The live Zoom meetings are used for individual office hours between students and instructor/TA. They are completely OPTIONAL, and will be from 3-4 pm on Fridays of specific dates. There is a waiting room, please be patient.

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 (May 10 to 14): Historical Review: Organization Theory
Lecture: A review of organizational models
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 2 (May 17 to 21): 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 May 24) Discuss your opinion regarding 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 2 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 3 (May 24 to 28): The Environments of Public and Nonprofit Organization
Reading: Rainey, Chapter 4; Chapter 5 (pp.109-132)
Lecture: Applying and comparing theoretical perspectives

Week 3 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 4 (May 31 to June 4): Organizational Decision-Making
Reading: Rainey, Chapter 5 & Chapter 7 (pp.173-193)
Lecture: Decision making models
*Activity#2: (Due June 7) 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 4 Discussion Paper: Discuss some decision-making practices in the public sector or discuss their differences in the public versus private sector.

Week 5 (June 7-11): Organizational Structure-Red Tape
Reading: Rainey, Chapter 8 (pp.208-242);
   George et al, 2021, PAR.
Lecture: Structure and red tape

Week 5 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 6 (June 14-18): 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 public service motivation

*Activity#3: (Due June 21) Discuss “Turkey Farm” introduced by Cohen et al. in Chapter 3 from an organizational perspective. Do you agree or disagree with “Turkey Farm” approach to manage low performers in the organizations?

Week 6 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 7 (June 21-25): Leadership in Public Organizations
Reading: Rainey, Chapter 11 & 12
   Jensen et al. 2019; van Der Voet, et al. 2016; Keulemans et al. 2020
Lecture: Leadership styles

Week 8 (June 28 to July 2): EXAM (remote)