COURSE SYLLABUS
Public Sector Organizations
PADM 5310 - W01
Fall 2013

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Office Hours: M, T, W, Th 1:30 pm – 3:30 pm or by appointment on the web

COURSE DESCRIPTION:

This course is designed to develop an understanding about public sector organizations, their
environments, and the political subsystems in which they exist. The course explores organization
theory and administrative behavior to understand and diagnose organizational problems and
dynamics in the public sector work-place. Emphasis is placed on managing human behavior in
public and nonprofit organizations.

The above section is a WEB-BASED class which will be taught TOTALLY ONLINE. You will
need access to a COMPUTER and the INTERNET and EXPERIENCE using them. For more
information about minimum requirements, please visit the Island Online website at
https://iol.tamucc.edu/

STUDENT LEARNING OUTCOMES:

As a result of participating in the Public Sector Organizations class the MPA student will be able
to:

1. Discuss what is known about the environmental and political factors that affect human
behavior in public organizations in discussions, exercises and exams.

2. Describe contemporary approaches to management and leadership in discussions,
exercises and exams.

4. Identify the core behavioral principles on which personal, inter-personal, and public
leadership skills are based in discussions, exercises and exams.

4. Analyze management problems from the standpoint of individual behavior in
discussions and exercises.

5. Demonstrate competency in critical management and leadership skills—that is, to
exhibit the capacity to act effectively and responsibly under the stress, complexity, and
uncertainty of the “real world” of public administration in discussions and exercises.

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REQUIRED TEXTS:

ISBN: 9780765610119


STUDENTS WITH DISABILITIES:

The Americans with Disabilities Act (ADA) requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Disability Services Office at (361) 825-5816 or visit the office at 116 Corpus Christi Hall.

ACADEMIC ADVISING OFFICE

If you are majoring, or planning to major, in a field taught in the College of Liberal Arts, and if you have not yet obtained a signed degree plan, you should see your Academic Advisor immediately. Degree plans are important and useful to successful progress toward graduation.

LEARNING ASSESSMENT/COURSE REQUIREMENTS:

In general, your grade for each assignment will follow these guidelines:

**Grade Standard:**

**A (90-100%):** Meets all requirements of the assignment in a sound, clear, thorough, and professionally presented manner. Analytic tools are applied appropriately, performed correctly, and interpretations are accurate.

**B (80-89%):** Meets almost all of the requirements in a sound, clear, thorough, and professionally presented manner; or meets all of the requirements but lacks soundness, clarity, thoroughness, or professional presentation. Analytic tools are mostly applied appropriately, performed correctly, and interpretations are mostly accurate.

**C (70-79%):** Meets some of the requirements in a sound, clear, thorough, and professionally presented manner; or meets all of the requirements but lacks a combination of soundness, clarity, thoroughness, or professional presentation. Analytic tools are not applied appropriately, or not performed correctly, or interpretations are not accurate.

**D or F (<70%):** Less than the standard for “C”. Both of these grades are failing. All course requirements must be completed to receive a grade from this course.

This course relies heavily on student interaction. Regular logging into BlackBoard and utilizing student interaction tools is expected. **Logging into BlackBoard only once or twice a week for this class will be detrimental to your grade.** Each unit is devoted to discussion and analysis of

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the specific topics indicated for that unit on the syllabus. It is important that each student participate in discussions and course content.

The distribution of points is as stated below. All final grades are curved, and are whole letter (no plusses or minuses).

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Points</th>
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<tbody>
<tr>
<td>Discussions (2@10pts)</td>
<td>20</td>
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<tr>
<td>Exercises (5@7pts)</td>
<td>35</td>
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<tr>
<td>Exams (3@15pts)</td>
<td>45</td>
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Assignment Explanations:

**Discussions:** Students are expected to participate in discussions about the topics at hand. All discussion content to be graded must occur on the appropriate BlackBoard content portal. Participation means that students should post responses to discussion questions, read postings of others, reply to postings of other students using thought and the literature, and post questions of their own. Fifteen points of the discussion grade will be given at the mid-point of the term and the final fifteen points will be given at end of the term. You do not need to answer every question or participate in every discussion, however, you must participate in at least half of the questions each unit (this is a minimum requirement). Remember this is a three credit hour course; your work should display the equivalent of at least 6-10 hours classroom and preparation time each week and an effort to demonstrate a progression toward a mastery of the subject. Student progression to expected student learning outcomes for the course will be assessed using a rubric which will be posted in the BlackBoard content area of the course twice during the semester to be designated on the course calendar in the BlackBoard system. Each assessment will be worth a total of 10 points.

**Exercises:** Each unit will have either a single exercise or group of exercises which will pertain to the content matter of the unit and allow for assessment of the student learning outcomes of the course. Assessment of the exercises will be done at the end of each unit using a rubric which will be posted in the BlackBoard content area. All exercise responses must be turned in using the appropriate BlackBoard assignment portal.

**Exams:** Three exams will be given on course content throughout the semester. The exams will be a mixture of multiple choice, fill in the blank, and short essay content which will assess student learning outcomes of announce content coverage. These exams will be taken using the BlackBoard exam portal in the course content area.

**ACADEMIC HONESTY:**

All responses and worked turned in to the instructor are to be your own personal work product. You are expected to understand and uphold the Academic Honor Code published in PADM 5312
the Student Handbook. In addition to information listed in these sources, you are advised that:

1. If, on a rare occasion, you take material that is not yours, from any source whatsoever, and copy it into assignments for this class, you must provide a footnote, endnote, or parenthetical reference to the source of the material. I specifically expect you to use the styleguide of the American Psychological Association.

2. Any material which quotes verbatim from other sources must be enclosed in quotation marks and its source attributed as noted in rule #1 above.

3. Material not taken verbatim from a text but paraphrased must also be attributed as in rule #1.

4. Violations of these rules in any assignment may be subject to a minimum penalty of a grade of zero (0) for the assignment and may result in a grade of "F" for the course.

5. Violations of these rules can also result in administrative removal from the MPA program and the University depending on the instance.

IMPORTANT NOTES

1. Syllabus Disclaimer and Changes. The instructor reserves the right to make changes in the syllabus. Such changes will be announced in class.

2. Late Hand-in. Acceptance of late hand-ins or postings is at the discretion of the instructor. Points will be deducted for late hand-ins or postings. Some postings may require replies. Replies must be substantive, providing more than merely a statement of liking or not liking something. They should include suggestions for improvement. Replies that are too brief may not receive all points. Points for replies are part of points associated with postings, above.

3. Contacting the Instructor. The preferred way of contacting the instructor is through e-mail or during office hours. I check my e-mail almost daily (except when on travel), and will respond. If you send an e-mail, I may ask you for a phone number to contact you for follow-up, if necessary.

4. Student Conduct. Students should conduct themselves in ways that are consistent with promoting an efficient learning environment for themselves and everyone else. Students should be conscientious, helpful, properly motivated to learn, honest, and respectful of others and their opinions at all times. Such conduct is consistent with generally regarded norms of professionalism, including those found in graduate, professional degree programs. Points may be deducted for inappropriate conduct, and students referred to the University for further investigation of the matter.
Students should also familiarize themselves with the university Code of Student Conduct. Academic misconduct includes, but is not limited to, cheating, plagiarism, collusion, falsifying academic records, and any act designed to give an unfair academic advantage to the student (such as, but not limited to, submission of essentially the same written assignment for two courses without the prior permission of the instructors, providing false or misleading information in an effort to receive a postponement or an extension on a test, quiz, or other assignment), or the attempt to commit such an act. Other acts of misconduct are stated in the Code of Student Conduct. Please note that plagiarism is a serious academic offense that may result in a student being expelled from an academic program or institution.

5. Grade Appeal Process. As stated in University Rule 13.02.99.C2, Student Grade Appeals, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Rule 13.02.99.C2, Student Grade Appeals, and University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at http://www.tamucc.edu/provost/university_rules/index.html.

For assistance and/or guidance in the grade appeal process, students may contact the Office of Student Affairs.

COURSE OUTLINE

*Note:* The following readings include more information than we will emphasize or address in the course class. Each learning module will have specific content in terms of reading, videos, etc. which will address the course content and student learning outcomes. The headings for each unit below briefly describe the general learning content of the unit and the readings in the required text books that will be covered. More specificity as to content, due dates, assignments and exams can be found in the BlackBoard Course management system.

**Unit 1:** Bureaucracy and how it influences our perceptions of society and organizational life in the public and private sectors.

- **Readings:** All of Hummel.
- **Dates Open on BlackBoard:** September 4 – September 22

**Exam 1 Due:** September 30, 2013 @ 11:59pm

**Unit 2:** The Manager and the Organization, Knowing Yourself, Leadership and Power.

- **Readings:** Chapters 1, 2, 7 and 8 Denhardt.
- **Dates Open on BlackBoard:** September 23 - October 13.
Unit 3 Managing Critical Organizational Behaviors: Creativity, Stress, Decision-making, and Motivation.
   Readings: Chapters 3, 4, 5 and 6 Denhardt.
   Dates Open on BlackBoard: October 14 – November 4.

Exam 2 Due: November 4, 2013 @ 11:59pm

Unit 4 Managing Groups: Communication, Groups and Teams and Conflict.
   Readings: Chapters 9, 10 and 11 Denhardt.
   Dates Open on BlackBoard: November 5 – November 25.

Unit 5. Organizational Change, External Relationships and Managing Behavior in the Public Interest.
   Readings: Chapters 12, 13 and 14 in Denhardt.
   Dates Open on BlackBoard: November 26 - December 10.

Final Exam: Due: December 18, 2013 @11:59pm