Course Description: A course 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. Emphasis is placed on organization-environment relationships.
(3 credit hours: graduate level course)

Class meets: Fully Online
Instructor Information: Dr. Beth M. Rauhaus, Assistant Professor of Public Administration and MPA Program Coordinator
Office: Bay Hall 301
Office Phone: 361-825-3286
Email Address: beth.rauhaus@tamucc.edu
Office Hours: Monday 6-7pm, Tuesday 11-1pm, Wednesday 9:30-11:30am, or by appointment

Course Materials: The following two textbooks are required. Any additional readings and/or educational videos will be posted in Blackboard or can be accessed through the library online catalog.


For more information on ordering the required texts, visit the university bookstore. You may purchase an older edition of the texts, if you are willing to find material without exact page numbers.

Course Objectives: In this course, we will examine theories of organizational behavior and the influence individuals and leaders have within organizations. We will build fundamental understandings of concepts used to examine individual and organizational behaviors. Then, we will apply these concepts to practical issues that we may encounter in the public sector. See below for further details.
### Type of Learning

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<th>Type of Learning</th>
<th>Learning Goal</th>
<th>Learning Assessment</th>
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<tr>
<td>Foundation</td>
<td>To comprehend theoretical frameworks used in understanding leadership and organizational processes, behaviors, and norms</td>
<td>Readings, Discussions, Exams</td>
</tr>
<tr>
<td>Application</td>
<td>To apply theories to practical experiences and case studies</td>
<td>Discussions, Assignments, Reflection Paper</td>
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<tr>
<td>Application</td>
<td>To establish leadership skills and use those in classroom discussions, activities, and assignments</td>
<td>Discussions, Assignments</td>
</tr>
<tr>
<td>Integration</td>
<td>To illustrate the importance of organizational theories found in research and case studies</td>
<td>Reflection Paper, Discussions, Assignments</td>
</tr>
<tr>
<td>Critical Thinking and Engagement</td>
<td>To be aware of how behavior impacts others and may shape organizational behaviors</td>
<td>Discussions, Assignments, Reflection Paper</td>
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### Course Requirements:

*Grades are calculated on a ten point scale. At the end of the semester, students will have a possible score of 800 points.*

<table>
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<tr>
<th>Type of Assessment</th>
<th>Due</th>
<th>Value</th>
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<tr>
<td>Discussion Boards</td>
<td>Continual</td>
<td>200 points</td>
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<tr>
<td>Midterm Exam</td>
<td>September 30</td>
<td>100 points</td>
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<td>Quizzes</td>
<td>Continual</td>
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<td>Organizational Analysis</td>
<td>October 21</td>
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<tr>
<td>Reflection Paper</td>
<td>November 18</td>
<td>200 points</td>
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<tr>
<td>Final Exam</td>
<td>TBA</td>
<td>100 points</td>
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**Discussion Boards:** Students will participate in weekly discussion boards, noted in the syllabus. (There are ten total discussion boards, each worth 20 points.) Each discussion board will open on Monday at 6am and close Friday at 6pm. Your initial post should be a detailed reflection and response to the prompt provided and posted by Wednesday at noon to ensure adequate discussion among peers. All posts should be professional written and respectful of peers. Details will be forthcoming. Discussion boards cannot be made up.

**Midterm Exam:** The midterm exam will cover information from the beginning of the semester. There will be a series of short answers and discussion questions, which will require students to exhibit basic foundations of theoretical concepts as well as applications to practical issues in contemporary public organizations.
Quizzes: After particular lessons, a short quiz consisting of multiple choice questions will be held. There will be a total of five 20 point quizzes, noted in the course schedule. The quiz will be open Thursday at 6pm and close Friday at 6pm. Late submissions will not be allowed.

Organizational Analysis: Students will search public organizations’ webpages to locate information pertinent to understanding components of organizations. By locating mission statements, vision statements, values, and hierarchical structure illustrations, students will analyze public organizations and apply their findings to course discussions. A detailed instructional guide will be posted to Blackboard. Students will discuss their findings in class, which will count toward the presentation grade for that class meeting.

Reflection Paper: By the end of semester, students will gather information regarding theoretical and practical ideas used in the study of leadership and organizational theory that can be applied to their area of interest. APA-style citations are required for this assignment and all other written work. This assignment will be worth a total of 200 points. A rubric will be distributed.

For this ~15 page (double spaced) assignment, students will reflect on course material assigned and discussed throughout the semester and develop a well-written analysis to address the following.

- Part I: Students will select a public organization (at any level: local, state, federal, etc.) of their interest. For example, if you are interested in public health, you may select the Department of Health and Human Services. You will explain the role of this organization and provide background information about the agency.
- Part II: Students will identify the vision and mission of this organization.
- Part III: Students will then explain how these values and missions are different and similar to organizations focusing on the same issue outside of the public sector.
- Part IV: After providing background information on the organization, identify the best practices of leadership that would fit in such an organization. Support your reasoning with academic literature. Multiple approaches to leadership should be included.
- Part V: In your concluding remarks, explain how leadership and organizational theory are inter-connected.

Final Exam: This examination will assess your knowledge of main concepts and theories used to describe and evaluate public organizations. Details will be forthcoming.

A few important notes regarding written assignments:

For written assignments, please use standard font, such as Times New Roman, 12-point font, 1-inch margins, and double-spacing. Citations and note style should be consistent throughout, using APA Style citations. Papers should be of professional quality, thoroughly proofread, and clear of spelling and grammatical errors. Deductions will be made for such infractions. References or sources of information for papers must consist of scholarly (peer-reviewed) articles or journals, government reports, or the readings for the class. The use of Wikipedia or
other Internet encyclopedia for any paper is not acceptable for graduate level work and will not be accepted.

For more information on APA style citations, access this useful guide: https://owl.english.purdue.edu/owl/section/2/10/

Submissions must be handed in on time! **Late submissions will be subject to a ten percentage deduction per day late.** Do NOT email assignments to me, unless you have prior approval to do so.

**Course Policies**

**Class Attendance:** Professional etiquette is expected at all times in the classroom. Respect one another in discussion boards.

**Dropping a Class:** I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. *Please consult with your academic advisor, the Financial Aid Office, and me, before you decide to drop this course.* Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class. **November 8th** is the last day to drop a class with an automatic grade of “W” this term. View the academic calendar for a full detailed schedule of events for the semester, if necessary.

**Academic Misconduct:** University students are expected to conduct themselves in accordance with the highest standards of academic integrity. Academic misconduct of any kind is unacceptable. THERE ARE NO EXCEPTIONS. Consequences for academic misconduct or complicity in an act of academic misconduct on an assignment or test will result in an automatic F (0 points) for that assignment/test. If academic misconduct is suspected on any assessment, the instructor reserves the right to impose restrictions on future assessments for an individual or the entire class as needed. Please note that the university requires faculty members to formally report all instances of academic misconduct via an Academic Misconduct Incident Form.

Academic misconduct includes, but is not limited to, cheating, plagiarism, multiple submissions, collusion, and fabrication. Cheating is intentionally using or attempting to use unauthorized materials, information, notes, study aids or other devices or materials in any academic exercise. Cheating also includes: 1) the dependence of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments or 2) the possessing, using, buying, stealing, transporting, selling or soliciting in whole or in part items including, but not limited to, the contents of an un-administered test, test key, homework solutions or possession at any time of current or previous test materials without the instructor’s permission. Plagiarism is intentionally, knowingly, or carelessly presenting the work of another as one’s own without proper acknowledgement of the source, with the exception of information that is generally accepted as common knowledge. Plagiarism also includes: 1) the
use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgment or 2) the unacknowledged use of materials prepared by another person or agency engaged in the selling or distribution of term papers or other academic materials. Multiple submissions is the submission of substantial portions of the same work (including oral reports) for credit more than once without authorization from instructors of the class for which the student submits the work. Collusion is intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty. This includes, but is not limited to, the unauthorized collaboration with another individual in progressing forward on academic assignments. Fabrication, falsification, or misrepresentation is the intentional altering or inventing of any information or citation that is used in assessing academic work.

If you have questions about the university’s policy on academic misconduct, please see the Student Code of Conduct and Procedure for Academic Misconduct Cases.

**Academic Advising:** The College of Liberal Arts requires that students meet with an Academic Advisor as soon as they are ready to declare a major. Degree plans are prepared in the CLA Academic Advising Center. The University uses an online Degree Audit system. Any amendment must be approved by the Department Chair and the Office of the Dean. All courses and requirements specified in the final degree plan audit must be completed before a degree will be granted. The CLA Academic Advising Office is located in Driftwood #203. For more information please call 361-825-3466.

**Grade Appeals Process:** As stated in University Procedure 13.02.99.C2.03, 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 Procedure 13.02.99.C2.03, Student Grade Appeals. These documents are accessible online at: http://academicaffairs.tamucc.edu/rules_procedures/assets/13.02.99.C0.03_student_grade_appeals.pdf. For assistance and/or guidance in the grade appeal process, students may contact the Associate Dean’s office in the college in which the course is taught. For complete details on the process of submitting a formal grade appeal in CLA, please visit the College of Liberal Arts website, http://cla.tamucc.edu/about/student-resources.html.

**Disability Services:** The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation 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 call or visit Disability Services at (361) 825-5816 in Corpus Christi Hall, Room #116.
If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.

Course Schedule:
_This course schedule is subject to change. Any changes will be announced in Blackboard._

**Week 1:** August 26th - Introduction to the Course
- Purchase texts, review syllabus, and
- Discussion Board #1

**Week 2:** September 2 - Foundations of Public Organizations
- Read Denhardt text “Learning about Public Organizations”, Ch. 1
- Discussion Board #2
- **Quiz #1**

**Week 3:** September 9 - Foundations of Public Leadership
- Read Van Wart’s Ch. 1 Introduction and Ch. 2 Understanding Theories of Leadership and Leadership Styles
- Discussion Board #3

**Week 4:** September 16 - Understanding Administrative Organizations: The Classical Theorists
- Read Denhardt text, Ch. 2
- Read Van Wart’s Ch.3 Early Management, Trait, Stratified Systems, and Transactional Theories of Leadership
- Discussion Board #4
- **Quiz #2**

**Week 5:** September 23 - Group Behaviors and Political Behaviors in Organizations
- Read Denhardt text, Ch. 3
- Read Van Wart’s Ch. 4 Charismatics and Transformational Approaches and Ch. 6 Ethics- Based Leadership Theories
- Discussion Board #5

**Week 6:** September 30
Midterm Exam

**Week 7:** October 7 - Organizational Behavior, Authority and Humanism
- Read Denhardt text, Ch. 4 & 5

**Week 8: October 14 - Values and Decision Making in Public Organizations**
- Read Denhardt text, Ch. 6 & 7
- Read Van Wart’s Ch. 7 Leadership Approaches Focusing on Influence, Attribution, and a changing environment
- Discussion Board #7
- Quiz #4

**Week 9: October 21 - Analyzing Public Organizations**
- Organizational Analysis Paper due
- Discussion Board #8

**Week 10: October 28 - Managing Diversity and Conflict in Public Organizations**
- Read electronic readings posted in Blackboard:
- Discussion Board #9
- Quiz #5

**Week 11: November 4 - Leadership Lessons**
- Read Van Wart’s Ch. 9, 10, 14
- Discussion Board #10

**Week 12: November 11 - Prepare for Reflection Paper**

**Week 13: November 18 - Submit Reflection Papers**

**Week 14: November 25 - Course Review and Prepare for Final Exam**

Final Exam will be held .....