

**COLLEGE OF ARCHITECTURE, PLANNING AND PUBLIC AFFAIRS (CAPPA)  
THE UNIVERSITY OF TEXAS AT ARLINGTON**

**PAPP 5320.101 - PUBLIC ORGANIZATION THEORY**

**SUMMER 2019 - CITY COUNCIL BRIEFING ROOM (CBR), ARLINGTON CITY HALL  
Friday 3:00-6:00 PM**

**Instructor:** Joseph S. Portugal, PhD ICMA-CM  
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## **I. Course Description**

This is a graduate level course that covers the historical evolution of administrative theory including classical, sociological and social-psychological dimensions; decision-making theory; organizational culture and leadership; implications for public management; basic concepts of organization development and impact on public administration paradigms; and, the future of public urban organization.

## **II. Learning Outcomes**

The study of organization theory affords the graduate student the opportunity to comprehend the role of social dimensions, decision-making, culture and leadership and organization development in the administration and management of public organizations. Those concepts are the basis for understanding how public organizations function be they federal, state or local. Ultimately, the veracity of organization theory is dependent upon a thorough understanding of the factors which lead to effective administration and management. For this reason, your dedication to the task at hand will measure in large part your understanding of the public organization process.

1. Define key organizational concepts and theories.
2. Distinguish among the major schools of thought in organizational theory, theories and approaches to the study of public organizations.
3. Synthesize organization concepts and theories and apply them to contemporary organizational challenges.

4. Identify strategies to improve public sector communication.
5. Justify a particular course of action to improve some aspect of the management of public organizations in a democratic, multi-cultural society.

### III. Network of Schools of Public Policy, Affairs and Administration (NASPAA) Competencies

1. Apply organization concepts and theories to lead and manage in public governance.
2. Analyze, synthesize and think critically to solve organizational problems and make decisions.
3. Communicate and interact effectively with professionals, colleagues and citizens.

### IV. Required Textbooks

There are two (2) books for this course, which are available for purchase at the University Bookstore or through an on-line bookseller. If purchasing on-line, please use expedited shipping as readings will begin very quickly.

Additionally, there are prepared readings available through the University Library's reserve service. We will be using readings from this collection immediately.

1. Rainey, Hal G., 2014. *Understanding and Managing Public Organizations*. 5th Edition. San Francisco, CA: Jossey-Bass (John Wiley and Sons, Inc.). (ISBN: 978-1-118-587371-5) (paperback).
2. Swain, Jonathan W. and Kathleen Dolan Swain, 2014. *Effective Writing in the Public Sector*. Armonk, NY: M. E. Sharpe, Inc. (ISBN: 978-0-7656-4150-2) (paperback).
3. Prepared Readings on Blackboard. To access Blackboard, log-in with your UTA NetID and password at <https://elearn.uta.edu/webapps/login/>. If you experience difficulty when accessing Blackboard, visit <http://www.uta.edu/blackboard/students/index.php> or contact the Office of Information Technology Help Desk at (817) 272-2208.

### III. Course Requirements

This course requires completion of the pre-test, module quizzes, class participation (small group discussion), case study analysis, final exam and post-test. All work must be completed as specified in the Course Outline which follows. ***Late work will not be accepted.***

1. **Pre-Test (5%)** - To test your general knowledge of public organization theory, a short pre-test will be administered on the first day of the "on-site" class (***Friday, May 24***). A short list of multiple choice questions will be available for that purpose. Completion of the assignment will result in a posted grade of "100".

2. **Module Quizzes (10%)** - Students will be responsible for all assigned readings and topical quizzes that test your knowledge of the subject matter. In that regard, attendance is mandatory! Students are expected to attend each class and to arrive on time prepared to discuss the current week's readings. *You should complete all assigned readings before class.* There is a direct correlation in time allocated to the assigned readings and student success.
3. **Class Participation (20%)** - Students will be divided into teams for the purpose of engaging in small group discussion. Each student is required to write an independent full-length, double-spaced, three (3) page paper (Use Times New Roman 12-point font) on the assignment. Teams assignments will be made on *Friday, May 24*, in class. Each paper should comment on the readings for the topic, describing the primary argument(s), and summary conclusions of the assignment. *Papers are due at the beginning of class on the date of the Team Discussion.* Students should be careful to ground your interpretation in the applicable readings and to offer an opinion of how best to administer the issue. *Late weekly papers will not be accepted.*
4. **Case Study Analysis (30%)** - Each student is required to complete a case study analysis on a topic related to public organization theory. Case studies are to be double-spaced, use Times New Roman 12-point font, be fully justified, have numbered pages and be a minimum of five (5) pages in length. A more detailed discussion will occur prior to the assignment of the case study. *Completed papers are due in class on Friday, June 14 at 3:00 pm. Late papers will not be accepted.*
5. **Examination (30%)** - There will be one (1) final examination that will include three (3) broad essay questions. One (1) question is *mandatory* and two (2) questions are *optional*. All students will complete the mandatory question and select one of the two optional questions. The exam will be take home and *will be due on the last day of class, Friday, July 12.*

*Completed exams are required to be uploaded to Blackboard.* Additionally, students are encouraged to submit the exam to the instructor at [joseph.portugal@uta.edu](mailto:joseph.portugal@uta.edu) to ensure receipt at the required time in accordance with the final exam schedule posted by the University.

All students will take the examination at the assigned time with no make-up exam allowed except for medical emergencies or loss of a family member. In such situations, students are expected to contact the instructor no later than the day of the exam and will be required to present proof in the case of a medical emergency. *Failure to take the final and to submit it at the required time will result in a failing grade of "0" for the examination.*

6. **Post-Test (5%)** - A course ending post-test will be administered to test your overall comprehension and to comply with class and NASPAA outcomes. Upon completion, a score of "100" will be posted.

#### IV. Grading

The method for determining the final grade for the course is as follows.

Pre-Test - 5%

Module Quizzes - 10%.

Class Participation (Small Group Discussion) - 20%.

Case Study Analysis - 30%.

***Case Study Analysis Due on Friday, June 14.***

Final Examination - 30%. (***Due on Friday, July 12.***)

Post- Test - 5%

The grading scale is as follows.

A = 90-100.

B = 80-89.

C = 70-79.

D = 60-69.

F = 0-59

The policy on Incomplete Grades (I's) is as follows. Given an incomplete grade can be a permanent grade assignment, incompletes are strongly discouraged and avoided. An incomplete grade will be assigned only in the most extreme cases of sickness that occur after the University's withdrawal deadline.

## **V. Class Schedule**

### **MODULE 1: CLASSICAL PERSPECTIVES**

#### **Tuesday, May 21**

Riley, 2014: Ch 1, pp. 3-15

Swain and Swain, 2014: Ch 1, pp. 3-16; Ch 2, pp. 17-38

#### **Friday, May 24**

Riley, 2014: Ch 2, pp. 16-52

### **MODULE 2: SECTORS AND ENVIRONMENTS**

#### **Tuesday, May 28**

Riley, 2014: Ch 3, pp. 53-85; Ch 4, pp. 86-108

Swain and Swain, 2014: Ch 3, pp. 39-35; Ch 4, pp. 56-63

**Friday, May 31**

Riley, 2014: Ch 5, 109-144

Team Presentations - Teams 1 & 2

### **MODULE 3: GOALS, STRUCTURES AND STRATEGY**

**Tuesday, June 4**

Riley, 2014: Ch 6, pp. 147-172; Ch 7, pp. 173-207

Swain and Swain, 2014: Ch 5, pp. 67-74; Ch 6, pp. 75-82

**Friday, June 7**

Riley, 2014: Ch 8, pp. 208-256

Team Presentations - Team 3

### **MODULE 4: PEOPLE IN ORGANIZATIONS**

**June 11**

Riley, 2014: Ch 9, pp. 257-296

Swain and Swain, 2014: Ch 7, pp. 83-91; Ch 8, pp 92-100

**June 14**

**Case study analysis due at the beginning of class.**

Ch 10, pp. 297-334

Team Presentations - Team 4

### **MODULE 5: LEADERSHIP, CULTURE AND TEAMWORK**

**June 18**

Riley, 2014: Ch 11, pp. 335-381

Swain and Swain, 2014: Ch 9, pp. 103-112; Ch 10, pp. 113-122

**June 21**

Riley, 2014: Ch 12, pp. 382-405

Team Presentations - Team 5

## **MODULE 6: MANAGING CHANGE, DEVELOPMENT AND EFFECTIVENESS**

### **June 25**

Riley, 2014: Ch 13, pp. 409-448

Swain and Swain, 2014: Ch, 11, pp. 123-130 ; Ch 12, pp. 131-140; Ch 13, pp. 141-151

### **June 28**

Riley, 2014: Ch 14, pp. 449

Team Presentations - Team 6

Final Exam Review

### **Week 7: July 2**

TBA

### **July 5**

**No Class (July 4 Holiday Weekend)**

### **Week 8: July 9**

TBA

### **July 12**

**Final Exam Due: 6:00 pm (Blackboard and Faculty Address)**

## **VI. A Note On The Readings**

From time to time, the website links in the schedule will change or stop working. Please remember that publication links are provided as a courtesy. Each of these articles can be found through online databases managed by the University, including, as an example, JSTOR. If you have questions about searching for an article or would like a tutorial on database research, please contact the University Library. The Library's liaison to the College of Architecture, Planning and Public Affairs (CAPPA) is Mitch Stepanovich and he may be contacted at [stepanovich@uta.edu](mailto:stepanovich@uta.edu) or at (817) 272-2945.

Remember that links often work best when physically at the University. Otherwise, I advise using an off-campus connection that utilizes a “virtual private network” (VPN), which makes off-campus downloads easier. VPN software can be downloaded through UTA’s Office of Information Technology (OIT) (See <http://www.uta.edu/oit/cs/software/vpn/index.php>).

## VII. Policies And Student Resources

1. **Attendance** - At The University of Texas at Arlington, taking attendance is not required, yet, attendance is a critical factor in student success. Each faculty member is free to develop his or her own methods of evaluating students’ academic performance, which includes establishing course-specific policies on attendance. However, while UT Arlington does not require instructors to take attendance in their courses, the U. S. Department of Education requires that the University have a mechanism in place to mark when Federal Student Aid recipients “begin attendance in a course.” UT Arlington instructors will report when students begin attendance in a course as part of the final grading process. Specifically, when assigning a student a grade of “F”, faculty report the last date a student attended their class based on evidence such as a test, participation in a class project or presentation, or an engagement online via Blackboard. This date is reported to the Department of Education for federal financial aid recipients.

2. **Drop Policy** - Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center.

Drops can continue through a point two-thirds (2/3) of the way through the term or session. It is the student’s responsibility to officially withdraw if they do not plan to attend after registering. ***Students will not be automatically dropped for non-attendance. The last date to drop is Monday, June 24, by 4:00 pm.*** Repayment of certain types of financial aid through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (<http://www.uta.edu/aao/fao/>).

3. **Electronic Communication** - UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation or other notifications. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using the account, which remains active ever after graduation. Information about activating and using MavMail is available at <http://www.uta.edu/oit/cs/email/mavmail.php>.

Occasionally, students may be contacted about course changes and other events. Correspondence will be directed to University email addresses, rather than personal email addresses which are not permitted by the University.

*Failure by a student to check their University email may result in missing assignments and grade penalties (e.g., weekly paper discussion and assignments).*

4. **Cell Phones or Other Electronic Devices** - Students are requested to turn off their cell phones prior to class. If a cell phone rings during class, *that student is asked to leave class for the remainder of the period.* The use of all other electronic devices in any form is strictly *prohibited.*
5. **Academic Integrity** - Students enrolled in all UT Arlington courses are expected to adhere to the UT Arlington Honor Code, to wit., :

*I pledge, on my honor, to uphold UT Arlington's tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.*

*I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.*

UT Arlington faculty members may employ the Honor Code in their courses by having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. Per UT System *Regents' Rule* 50101, §2.2, suspected violations of university's standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student's suspension or expulsion from the University. Additional information is available at <https://www.uta.edu/conduct/>.

Faculty are encouraged to discuss plagiarism and share the following library tutorials <http://libguides.uta.edu/copyright/plagiarism> and <http://library.uta.edu/plagiarism>.

6. **Disability Accommodations** - UT Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including *The Americans with Disabilities Act (ADA)*, *The Americans with Disabilities Amendments Act (ADAAA)*, and *Section 504 of the Rehabilitation Act*. All instructors at UT Arlington are required by law to provide "reasonable accommodations" to student with disabilities, so as not to discriminate on the basis of disability. Students are responsible for providing the instructor with official notification in the form of a **letter certified** by the Office for Students with Disabilities (OSD). Only those students who have officially documented a need for an accommodation will have their request honored. Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may seek services and/or accommodations by contacting: **The Office for Students with Disabilities (OSD)**, [www.uta.edu/disability](http://www.uta.edu/disability) or (817) 272-3364. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at [www.uta.edu/disability](http://www.uta.edu/disability).



**Counseling and Psychological Services (CAPS)** [www.uta.edu/caps/](http://www.uta.edu/caps/) or (817) 272-3671 is also available to all students to help increase their understanding of personal issues, address mental and behavioral health problems and make positive changes in their lives.

7. **Non-Discrimination Policy** - The University of Texas at Arlington does not discriminate on the basis of race, color, national origin, religion, age, gender, sexual orientation, disabilities, genetic information and/or veteran status in its educational programs or activities it operates. For more information, visit [www.uta.edu/eos](http://www.uta.edu/eos).
8. **Title IX Policy** - The University of Texas at Arlington (“University”) is committed to maintaining a learning and working environment that is free from discrimination based on sex in accordance with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in educational programs or activities. Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act (SaVE Act). Sexual misconduct is a form of sex discrimination and will not be tolerated. For information regarding Title IX, visit [www.uta.edu/titleIX](http://www.uta.edu/titleIX) or contact Ms. Michelle Willbanks, Vice President and Title IX Coordinator at (817) 272-4585 or [titleix@uta.edu](mailto:titleix@uta.edu).
9. **Campus Carry** - Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit <http://www.uta.edu/news/info/campus-carry/>.
10. **Student Feedback Survey** - At the end of the term, students enrolled in face-to-face and on-line classes categorized as “lecture”, “seminar”, or “laboratory” are directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately ten (10) days before the end of the term.  
  
Each student’s feedback via the SFS database is aggregated with that of the other students enrolled in the course. Students’ anonymity will be protected to the extent that the law allows. UT Arlington’s effort to solicit, gather, tabulate and publish student feedback is required by state law and aggregate results are posted online. Data from SFS is also used for faculty and program evaluations. For more information, visit <http://www.uta.edu/sfs>.
11. **Final Review Week** - For semester-long courses, a period of five (5) class days prior to the first day of final examinations in the long sessions shall be designated as Final Review Week. The purpose of this week is to allow students sufficient time to prepare for final examinations. During this week, there shall be no scheduled activities such as required field trips or performances; and, no instructor shall assign any themes, research problems or exercises of similar scope that have a completion date during or following this week *unless specified in the class syllabus*.

During Final Review Week, an instructor shall not give any examinations constituting ten percent (10%) or more of the final grade, except makeup tests and laboratory examinations. In addition, no instructor shall give any portion of the final examination during Final Review Week. During this week, classes are held as scheduled. In addition, instructors are not required to limit content to topics that have been previously covered. They may also introduce new concepts as appropriate.

12. **Emergency Exit Procedures** - Should we experience an emergency event that requires us to vacate the building, students should exit the room and move toward the nearest exit, which is located to the left as you leave the classroom. When exiting the building during an emergency, one should never take an elevator but should use the stairwells. Faculty members and instructional staff will assist students in selecting the safest route for evacuation and will make arrangements to assist individuals with disabilities. You are encouraged to subscribe to the MavAlert system that will send information in case of an emergency to your cell phone or email account. Subscribe at <https://mavalert.uta.edu/> or <https://mavalert.uta.edu/register.php>.
13. **Student Support Services** - UT Arlington provides a variety of resources or programs designed to help students develop academic skills, deal with personal situations and better understand concepts and information related to their courses. Resources include *tutoring*, *major-based learning centers*, developmental education, *advising and mentoring*, personal counseling and *federally funded programs*. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at (817) 272-6107, send a message to [resources@uta.edu](mailto:resources@uta.edu), or view the information at <http://www.uta.edu/universitycollege/resources/index.php>.
14. **Inclement Weather** - If a class is canceled due to inclement weather, its subject will be delayed until the following class. Similarly, all tests and assignments canceled because of inclement weather will be delivered during the following class. For information related to weather related class cancellations please call (972) 601-2049.
15. **Syllabus Changes** - The Instructor reserves the right to change the syllabus at any time during the semester.
16. **Emergency Phone Numbers** - In case of an on-campus emergency, call the UT Arlington Police Department at (817) 272-3003 (non-campus phone) or 2-3003 (campus phone). You may also dial 911. The non-emergency phone number is (817) 272-3381.