

URPA 5320: Public Organization Theory and Development
Fall 2013

Instructor(s): Dr. Colleen Casey

Office Number: University Hall, Room 526

Office Telephone Number: 817-272-3356

Email Address: colleenc@uta.edu* (Best way to reach me!)

Office Hours: Fridays, 2-4 pm or by appointment. Skype or virtual chat meetings can also be arranged for this course given its online nature.

Section Information: URPA 5320, Section 001

Time and Place of Class Meetings: Online.

Description of Course Content: Historical evolution of administrative theory including classical, sociological and social-psychological dimensions; decision-making theory; implications of public interest theory for public management; basic concepts of organization development and impact on public administration paradigms; new public administration; and future of public urban organization.

Required Textbooks and Other Course Materials: The required course materials will be made available through the course web site.

Student Learning Outcomes

- Define key organizational concepts and theories.
- Distinguish among the major schools of thought in organizational theory, specific theories and public and private distinctions.
- Critique the assumptions of the major schools of thought and organizational theories.
- Apply organization concepts and theories to solve public organizational challenges.

URPA 5320 is designed to meet the following NASPAA universal competencies deemed important for leaders in public service :

1. Lead and manage in public governance
2. To analyze, synthesize, think critically, solve problems and make decisions
3. To communicate and interact productively with a diverse and changing workforce and citizenry
4. To articulate and apply a public service perspective

Descriptions of major assignments and examinations:

- 1) Discussion Participation through Blog Posts & Organization Issue Paper;
- 2) 1 Case Study Analysis or Role Play Simulations and a Small Group Debriefing;
- 3) 1 Development and Analysis of a Case Study (Case Study Project);

4) Final Exam.

Attendance: This is an online course, but attendance may be required for virtual meetings and participation in discussion forums.

Other Requirements: In addition to the assignments listed above, the case study analysis briefings require students to interact in small groups via online course collaboration tools.

Grading: Students are expected to keep track of their performance throughout the semester and seek guidance from available sources (including the instructor) if their performance drops below satisfactory levels. Grading is awarded in the following manner:

Discussion Participation (Blog posts and organization issue paper) (15%)

Case Study Analysis & Debriefings (30%)

Case Study Project (25%)

Final Exam (30%)

Expectations for Out-of-Class Study: Beyond the time required to attend each class meeting, students enrolled in this course should expect to spend at least an additional 9 hours per week in course-related activities, including reading required materials, completing assignments, participating in discussion forums, small group work, preparing for exams, etc.

Make-up Exams & Late Work: Make-up exams & late work are not allowed.

Grade Grievances: Any appeal of a grade in this course must follow the procedures and deadlines for grade-related grievances as published in the current graduate catalog.

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 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.** Repayment of certain types of financial aid administered 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://wweb.uta.edu/ses/fao>).

Americans with Disabilities Act: The University of Texas at 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)*. All instructors at UT Arlington are required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Any student requiring an accommodation for this course must provide the instructor with official documentation in the form of a letter certified by the staff in the Office for Students with Disabilities, University Hall 102. Only those students who have

officially documented a need for an accommodation will have their request honored. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www.uta.edu/disability or by calling the Office for Students with Disabilities at (817) 272-3364.

Academic Integrity: All students enrolled in this course are expected to adhere to the UT Arlington Honor Code:

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.

Instructors may employ the Honor Code as they see fit in their courses, including (but not limited to) having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. **You are asked to acknowledge this honor code prior to submitting any written work, and ask questions if you are not clear as to what this means.** Per UT System *Regents Rule* 50101, suspected violations of university 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 student suspension or expulsion from the University.

My policy: ***All students receive 1 warning if there is any slight evidence of plagiarism, and if there is, you get 1 opportunity to redo the assignment. Slight evidence means that more than 6 consecutive words from another source are included in any of your course assignments without an appropriate reference or a citation (this includes copying directly from the course notes). After that, I will take action in accordance with university policy.***

Student Support Services: UT Arlington provides a variety of resources and 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, or view the information at www.uta.edu/resources.

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, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at <http://www.uta.edu/oit/cs/email/mavmail.php>.

Student Feedback Survey: At the end of each term, students enrolled in classes categorized as lecture, seminar, or laboratory shall be directed to complete a Student Feedback Survey (SFS).

Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student's feedback enters the SFS database anonymously and is aggregated with that of other students enrolled in the course. UT Arlington's effort to solicit, gather, tabulate, and publish student feedback is required by state law; students are strongly urged to participate. For more information, visit <http://www.uta.edu/sfs>.

Final Review Week: A period of five 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 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 introduce new concepts as appropriate.

Emergency Exit Procedures: [NEW and REQUIRED BY UNIVERSITY POLICY BUT DOES NOT APPLY TO US, JUST BE AWARE OF HOW TO EXIT YOUR HOME IN CASE OF AN EMERGENCY] Should we experience an emergency event that requires us to vacate the building, students should exit the room and move toward the nearest exit. 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 handicapped individuals.

Library Information:

Library Home Page	http://www.uta.edu/library
Subject Guides	http://libguides.uta.edu
Subject Librarians	http://www.uta.edu/library/help/subject-librarians.php
Database List.....	http://www.uta.edu/library/databases/index.php
Course Reserves.....	http://pulse.uta.edu/vwebv/enterCourseReserve.do
Library Catalog	http://discover.uta.edu/
E-Journals	http://liblink.uta.edu/UTALink/az
Library Tutorials	http://www.uta.edu/library/help/tutorials.php
Connecting from Off- Campus	http://libguides.uta.edu/offcampus
Ask A Librarian	http://ask.uta.edu

The following URL houses a page where we have gathered many commonly used resources needed by students in online courses: <http://www.uta.edu/library/services/distance.php>

Finally, the subject librarian for your area can work with you to build a customized course page to support your class if you wish. For examples, visit <http://libguides.uta.edu/os> and

<http://libguides.uta.edu/pols2311fm> . If you have any questions, please feel free to contact the Coordinator for Information Services, Suzanne Beckett, at sbeckett@uta.edu or at 817.272.0923.

DETAILED COURSE ASSIGNMENTS

Organization Interest and Issue Overview (1--first assignment, 25 points) & ***Blog Page Entry***: NO POINTS AWARDED FOR LATE SUBMISSIONS. You are required to conduct outside research to identify a public organization (or an organization serving in the public interest) of interest to you and a particular challenge it faces. At the end of the two weeks, **in 750 words or less**, you should present an overview of the organization, its purpose, and describe the issue or challenge faced by the organization. This organization will serve as a focal point for your other activities below, and eventually it will be refined into your final project. **These papers should be posted in the Course Blog Page section, and please do not attach as a word document--type directly in your page. You can be as creative with your Blog Entry as you would like, i.e., linking to information or headlines concerning your organization.** Please include a reference list formatted in APA style and use in-text citations as necessary. Full points will be awarded if the assignment is completed in line with the above guidelines.

Blog Entries (4 total, due as listed on the course reading syllabus, 25 points each): NO POINTS AWARDED FOR LATE SUBMISSIONS. In each blog post, you are required to identify, define and discuss how three concepts that can help you analyze your organization of choice and the particular issue or challenge it faces. The three concepts selected should be from the key list of terms for that respective blog post located in the "Blog Post Key Terms" folder. Points will be awarded on an "all or nothing" basis for the posts, each must contain 3 concepts, defined and applied to your organization or issue. This running blog will be valuable for preparing for the final exam and your final project. At the end of each module, a summary of the definitions of all the key terms will be posted to the forum for your review. **YOU ARE ALSO REQUIRED TO COMMENT ON THE BLOG ENTRY OF ONE OTHER STUDENT.** Your comment **MUST** address the following, and should be between **100- 150 words**:

- a) similarities or differences between their issue and organization and yours
- b) similarities or differences in the concepts you applied and the ones they applied

Case Study Analysis & Debrief: (1, 50 points possible-25 for the analysis, 25 for the debriefing) NO POINTS AWARDED FOR LATE SUBMISSIONS.

Analysis: There is 1 short case study that you are required to read and analyze. Directions will be provided with the case. You are required to upload your case to the discussion forum so all can view. You are also required to meet in a small group to debrief the case, as explained below.

Debrief: Upon submission of each case study, you will be assigned to a small group to debrief the case. Although you will work in a group to discuss similarities and differences among the cases, each group member will submit their own debriefing summary, a **short (500 words or less)** summary of what insights you gained on the case from your peer discussion (this is to be posted in the discussion forum under the appropriate heading).

Specifically, your debriefing should address the following:

- (a) Did different students apply different theories or concepts to analyze the case?

- (b) What were the implications on these differences for the case outcome?
- (c) Would these different applications influence your course of action? How so?

Case Study Project (1, 50 points possible):

NO POINTS AWARDED FOR LATE SUBMISSIONS.

For the final module, you are required to create your own organizational case study, which ideally builds upon your blog posts for the preceding weeks of the semester. You should use the organization and the issue that was the focus of your *Organization Issue Paper*, completed at the beginning of the semester. The contents of this should include the following: a) A 2-page, single-spaced, case write-up complete with organization background, key issues and challenges—what is the problem? b) A 2-page debriefing, single-spaced, of two theories or concepts from this course that one would take to address the key issues and problems, rooted in the literature we studied over the semester. Identify two theories or concepts we could apply to this case to resolve the issue or problem and why those theories were selected.

A reference page and internal citations are required in APA format. As the deadline nears, You will see a space in blackboard where you can upload the assignment.

Final Exam (1 total, 100 points) NO LATE EXAMS ACCEPTED

The final exam will include multiple choice, short answer and essay questions.

Course Schedule

Module/Lesson	Topic	Assignments Due
MODULE 1	OVERVIEW OF ORGANIZATIONS	
Week 1(8/22-9/2)	Outside Research	Organization and Issue Overview (1)
Week 2 (9/3-9/9)	Classical Perspectives	--
Week 3(9/10-9/16)	Leadership and Decision Making	--
Week 4 (9/17-9/23)	Public and Private Distinctions	Blog Entry (1)
MODULE 2	ORGANIZATION AND ENVIRONMENTS	
Week 5 (10/1-10/7)	Environments	--
Week 6 (10/8-10/14)	Power and Politics	Blog Entry (2)
Week 7 (10/15-10/21)	Case Study Analysis #1	Case Study #1 Due
Week 8 (10/22-10/28)	Small Group Session	Case Study Debrief
MODULE 3	STRUCTURE, EFFECTIVENESS AND CULTURE	
Week 9 (10/29-11/4)	Organization Structure and Design	Blog Entry (3)
Week 10 (11/5-11/11)	Organizational Effectiveness	--
Week 11 (11/12-11/18)	Culture & Multicultural Organization	Blog Entry (4)
MODULE 4	CASE STUDY PROJECTS & FINAL EXAM	
Week 12/13 (11/19-11/27)	Work on Case Study Project	Case Study Project Due by 11/27
Week 14 (12/2-12/9)	Final Exam Prep	--
Week 15 (12/09-12/11)	Final Exam Is Open, Due by 12/11 @ 11:59 pm CST	Final Exam Due

*Instructor reserves the right to modify the schedule as necessary.