URPA 5320: Public and Nonprofit Organization Theory and Development*

*Tentative: Please see final copy on BB when the course becomes available

Summer 2016

Instructor Information

Instructor(s): Dr. Colleen Casey

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Email Address: colleenc@uta.edu

Office Hours: TBD and by appointment

Email Response Time: Please allow 24 hours for receiving a response to your email if you submit a message Monday-Friday. On Saturdays, Sundays, and holidays, please allow for 48 hours for a response. If you have not received a response from me within these time frames, please resend your message. If for some unexpected reason the standard response time changes, I will notify the class via BB.

General Course Information

Section Information: URPA 5320-500

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; organizational culture and leadership; implications for public management; basic concepts of organization development and impact on public administration paradigms; and future of public urban organization.

Required Textbooks and Other Course Materials
1. Rainey, H. (2014). *Understanding and Managing Public Organizations*, 5th edition. San Francisco, CA: John Wiley and Sons, Inc. ISBN: 978-1-118-58371-5 (paperback). (Course Calendar and Module Code: R)

2. Swain, J. & Swain, K. (2014). *Effective writing in the public sector*. Armonk, NY: M.E. Sharpe, Inc. (Chapters 1-10 REQUIRED). (Course Calendar and Module Code: S & S)

3. Other required course materials will be made available electronically through blackboard on the course web site. The materials in the corresponding module folder will include a wide array of materials to help support your learning. Examples include supplemental readings, supporting videos, web sites or supporting PowerPoint presentations (Course Calendar and Module Code: BB)

4. Webcam and Microphone. This is essentially a web cam. You are required to have a web cam so that you can record yourself during the exam so that I can review the footage later. You will be required to show your I.D. to the web cam at the beginning of the test and video your surroundings.
   System Requirements: http://www.respondus.com/products/monitor/requirements.shtml

5.   Download and Install the Respondus Lockdown Browser (See 'other requirements' for more information):
      System Requirements: http://www.respondus.com/products/lockdown-browser/requirements.shtml

Student Learning Outcomes
- o *Define* key organizational concepts and theories.
- o *Distinguish* among the major schools of thought in organizational theory, theories and approaches to study public and private organizations.
- o *Synthesize* organization concepts and theories and *apply* to contemporary public organizational challenges.
- o *Identify* strategies to improve public sector communication.
- o *Justify* a particular course of action to improve some aspect of the management of public organizations in a democratic, multicultural society.

NASPAA Competencies:

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

Descriptions of major assignments and examinations
1. Class Participation (Web Cam Introduction, End of module activities, Small Group Discussions—Define and Distinguish; Due: Variable)
2. 1 Case Study Analysis and Peer Review (Synthesize, Justify, Communicate Due: Module 5, Module 7);
3. Final Exam (Define, Distinguish, Synthesize and Justify, Due: Module 8).

Course Policies & Grading

Attendance
Given that this is an online course, regular attendance is not required or monitored. However, **you are required to participate in discussion forums**, in which you will be asked to generate discussion with your peers about the related readings for those modules.

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 of their own time in course-related activities, including reading required materials, completing assignments, preparing for exams, etc.

Grading
Grades are typically returned to you within 7-10 days of submission and will be tracked on the course Blackboard site. 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:

1) Class Participation
2) Case Study Analysis and Debriefing
3) Final Exam

Make-up Exams & Late Work
Make-up Exams are not allowed. If you have a medical emergency, you will need to contact the instructor as soon as possible to discuss possible options. All medical emergencies require official documentation.

Grading Scale: Grades are NOT automatically rounded. For grades that fall on the border or in betweent point values the instructor will review the student's overall class participation and performance to make a decision as to the final letter grade. Typically, the instructor will look at the overall performance and associated letter grade in 2 of the 3 categories to make a decision The grading scale in this class is:
90-100=A (207-230 points)
80-89=B (184-206 points)
70-79=C (161-183 points)
60-69=D (138-160 points)
Below 59=F (below 138 points)

Other Requirements

There are no prerequisites for this course; however, this is a graduate level course and as such, students can anticipate a great deal of out-of-class work that may also include small group work. In addition, students will be required to do the following in order to ensure a fair environment for all in regards to test completion:

1. Webcam and Microphone
You are required to have a web cam and microphone so that you can record yourself during the exam so that I can review the footage later. You will be required to show your I.D. to the web cam at the beginning of the test and video your surroundings. Review of the web cam videos will be chosen at random.

2. Respondus Lockdown Browser
Students will be required to use the Respondus Lockdown Browser during the final exam. This is to create a fair test environment for all students. While a student is taking an exam within Blackboard, the Respondus Lockdown Browser will prevent them from being able to:

- Print
- Capture screen content
- Go to other URLs
- Access other applications (such as Skype and instant messaging services)
- Access other Blackboard areas

The Respondus Lockdown Browser must be downloaded and installed. If an exam requires the Lockdown Browser and the student is not using it, Blackboard will not allow the exam to start. When the Lockdown Browser is opened, it goes directly to the institution's login page for Blackboard. The student will then log in like normal and navigate to the exam. Once a student begins the exam, they cannot exit the browser until the assessment has been submitted for grading.
The Respondus Lockdown Browser removes:

- Menu bar and URL address bar in browser
- Start button and System Tray in Windows

and disables:

- Right mouse button
- Function keys

- Task-switching keystrokes
- Source code for the page

Instructions for students can be found here.
http://www.respondus.com/lockdown/download.php?id=163943837

Note on Testing Policy:

Students who do not have the capability for using a web came at home (i.e. poor network bandwidth) or privacy concerns have the option to take your exam at an approved proctoring center. The student is responsible for locating an approved proctor and submitting the required proctoring form to the instructor no later **than 3 weeks** before the final exam. Student responsibilities include:

(1) Locating an approved proctor. Proctor should be associated with the testing facility of a community college, a library, a university or a professional testing center such as a Sylvan Learning Center.
(2) Verifying the proctor location allows the installation of Respondus Lockdown Browser, or has some other type of software that prohibits students from being able to print, copy, go to another URL, or access other applications.
(3) Paying any fees incurred with the proctor, and
(4) Submitting the proctor agreement form (available on the course BB site) to the instructor **at least three weeks** before the test (this is important because time is needed for the instructor to contact proctor, verify them, and send them the test).

Institutional Policies

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 University Catalog. For graduate courses, see http://catalog.uta.edu/academicregulations/grades/#graduatetext.

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/aao/fao/).

Americans with Disabilities Act (ADA)
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.

Title IX
The University of Texas at Arlington is committed to upholding U.S. Federal Law "Title IX" such that no member of the UT Arlington community shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity. For more information, visit www.uta.edu/titleIX.

Academic Integrity
Students enrolled all UT Arlington courses 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.*

UT Arlington faculty members 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. 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.

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 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 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
This is an online class, so this is the responsibility of the student to determine based on where they are located.

Student Support & Academic Support Information

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.

The English Writing Center (411LIBR)
Hours are 9 am to 8 pm Mondays-Thursdays, 9 am to 3 pm Fridays and Noon to 5 pm Saturdays and Sundays. Walk In *Quick Hits* sessions during all open hours Mon-Thurs. Register and make appointments online at http://uta.mywconline.com. Classroom Visits, Workshops, and advanced services for graduate students and faculty are also available. Please see www.uta.edu/owl for detailed information.

Library Resources
Mitch Stepanovich is the SUPA subject librarian. His contact information is 817-272-2945, or stepanovich@uta.edu. Additional library resources include:

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 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

Detailed Assignments

1. Class Participation (130 points possible)

Discussion participation consists of four parts.

a) *Short 2-5 minute web cam introductions (1 @ 10 points)*
   Students are required to upload a 2-5 minute web cam video introducing themselves to the class.

You are free to organize your web cam introductory video as you would like but is should address the following:
1. Name and geographic location;
2. Current and/or previous professional experience;
3. Degree you are pursuing and why;
4. What you hope to learn from this course.

b) "*Module Quizzes*" *(4 @ 15 points)*
(4 out of 5 quizzes are required—due as listed on the course reading syllabus). There will be a short quiz at the end of each module, **with the exception of module 5**. The 4 highest will be graded and used for final grade calculation.

c) *Small Group Discussion Participation (6 @ 10 points)*
Students are required to engage in discussion activities in small groups for modules 1-6. Students will be randomly assigned to small groups. **You will be asked to respond to a story, a brief or another news item related to the week's module topic. Participants are required to participate in the discussion by Sunday at midnight, with a minimum of 2 posts**. Some web sites to consult to formulate your responses include:

   a. International City/County Management Association (ICMA)
      http://icma.org/en/icma/home

   b. American Society of Public Administration (ASPA). Ideas may come from the PA Times, the resource section of ASPA's web site, or the ASPA blog.
      http://www.aspanet.org/public/ASPA/Resources/ASPA/Home.aspx?hkey=38e37b4c-7676-412e-bac8-6d07b4a37347

   c. Emerging Local Government Leaders Network (ELGL): http://www.elgl.org

Each member of the small group must post at least **two** contributions to the discussion. Your posts should be substantive, and draw upon readings or resources to contribute to the discussion and develop an argument. A rubric is provided online.

2. **Case Study Analysis & Debrief (1 @ 50 points)**

Your case study grade will be the sum of the instructor's and a peer evaluator's score. Each student will complete an independent case study analysis and evaluate (debrief) another student's case. If a student fails to complete a case study debrief, 25 points will be deducted from their case study analysis. The instructor's score will be doubled for the student for which a debrief was not completed. If a case debrief is done poorly, the instructor also reserves the right to deduct 25 points from the evaluator's case study analysis and/or request the evaluator redo the debrief. In this case, the instructor's score will be worth double for the student that did not receive a fair review by the initial due date.

Case Study Analysis (1@ 25 points)   NO POINTS FOR LATE SUBMISSIONS.

After we complete Module 4, you will have a short case study that you are required to read and analyze. Directions will be provided with the case. You will use the Self and Peer Assessment Tool for your case study. Grading rubrics are available in blackboard. The Analysis will be due during Module 5 (**and it will replace the weekly module activity**).

Case Study Debrief (Peer Evaluation (1@ 25 points)   NO POINTS FOR LATE SUBMISSIONS.

Upon submission of your case study, you will be assigned to debrief another student's case analysis. The focus of your debrief is on the clarity and conciseness of the student's presentation of the case study. The Debrief will be due during Module 7.

Specifically, you will score the document based on the following rubric. Please offer one recommendation for improving in the categories that the student scored a competent or novice.

Proofreading (5):

Excellent: The author had 0 spelling or grammatical errors in the document.

Competent: The author had less than 5 spelling or grammatical errors in the document.

Novice: The author had more than 5 spelling or grammatical errors in the document.

Clarity of Writing (5):

Excellent: The author (1) used simple words; (2) avoided misplaced modifiers; (3) avoided euphemisms; (4) avoided acronyms; and (5) avoided starting sentences with expletives.

Competent: 3 of the above were accomplished.

Novice: Less than 3 of the above were accomplished.

Conciseness of Writing (5 possible):

Excellent: The author (1) kept sentences short; (2) used active voice in verb tense; (3) eliminated redundancies; (4) avoided clichés; and (5) did not use biased language.

Competent: 3 of the above were accomplished.

Novice: Less than 3 of the above were accomplished.

Coherence in Writing (5 possible):

Excellent: The author (1) clearly explained the answer to each question (2) used a logical flow in organizing the ideas in each paragraph in the response to each question; (3) used transitions as necessary; (4) summarized the main ideas early in each answer.

Competent: 3 of the above were accomplished.

Novice: Less than 3 of the above were accomplished.

Accuracy of Information (5 possible)

Excellent: The terms and concepts applied to the case were accurately defined.

Competent: The terms and concepts applied to the case were partially accurate.

Novice: The terms and concepts applied to the case were not accurately defined.

3. Final Exam (1 @ 50 points)

NO LATE EXAMS ACCEPTED

The final exam will include multiple choice, short answer and essay questions. You will have 3 hours to complete the exam; you must complete the exam in all one setting, the exam will be closed

note; responder browser lock down is required as described in the "other requirements"; and you will be required to use your web cam to record the final exam session. Students are required to tape themselves taking the final exam through use of a web cam and scan your surroundings. You are also required to show your photo id to the camera. Your video of you taking the exam will be uploaded to the course BB site, and will be required in order to receive a grade for the final exam. Review of the web cam videos will be chosen at random to ensure students are following all rules for the examination.

Course Schedule

As the instructor for this course, I reserve the right to adjust this schedule in any way that serves the educational needs of the students enrolled in this course. –Dr. Colleen Casey

Module/Lesson	Topic	Assignments Due*
MODULE 1	INTRODUCTION TO ORGANIZATIONS: CLASSICAL PERSPECTIVES	-Video Introductions -Module Activity (1) & small group discussion posts due by Sunday, 11:59 pm CST (All posts due by Sunday @ 11:59 pm CST)
Readings and Learning Tools:	*R: Chapters 1 & 2* *BB: Folder Module 1* *S & S: Chapter 1*	
MODULE 2	ORGANIZATION SECTORS AND ENVIRONMENTS	Module Activity (2) & small group discussion posts due by Sunday 11:59 pm CST
Readings and Learning Tools:	*R: Chapters 3, 4 & 5* *BB: Folder Module 2* *S & S: Chapter 2*	
MODULE 3	ORGANIZATION GOALS, STRUCTURES AND STRATEGY	Module Activity (3) & small group discussion posts due by Sunday 11:59 pm CST
Readings and Learning Tools:	*R: Chapters 6, 7 & 8* *BB: Folder Module 3* *S & S: Chapter 3*	
MODULE 4	*UNDERSTANDING PEOPLE IN ORGANIZATIONS*	Module Activity (4) & small group discussion posts due by Sunday 11:59 pm CST
Readings and Learning Tools:	*R: Chapters 9 & 10* *BB: Folder Module 4* *S & S: Chapter 4*	
MODULE 5	*LEADERSHIP, CULTURE AND TEAMWORK*	Case Study Analysis and small group discussion posts due by Sunday, 11:59 pm CST *Case Study Analysis Due
Readings and Learning	*R: Chapters 11 & 12*	

Tools:	*BB: Folder Module 5* *S & S: Chapters 5 -8*	
MODULE 6	MANAGING CHANGE, DEVELOPMENT AND EFFECTIVENESS	Module Activity (5) & small group discussion posts due by Sunday 11:59 pm CST
Readings and Learning Tools:	*R: Chapters 13 & 14* *BB: Folder Module 6* *S & S: Chapters 9 & 10*	
MODULE 7	FINAL EXAM REVIEW	*Case Study Peer Review Due by Sunday, 11:59 pm CST
Readings and Learning Tools:	*BB: Folder Module 7*	
MODULE 8	FINAL EXAM	**Final Exam:** Due by Sunday, 11:59 CST

*All times based on CST.