

## Public Organizations and Management (MPAD-6104)

### SYLLABUS

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Office Hours:	Mondays, 4:30 p.m. to 6:30 p.m., Main Campus Tuesdays, 3:30 p.m. to 5:30 p.m., Center City Campus By appointment (preferred), on the Main Campus or Center City Campus
Class Schedule:	Tuesdays, 5:30 p.m. to 8:15 p.m., Center City Campus, Room 802 <span style="float: right;">(01/11/2020)</span>

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### MPAD 6104 Public Organizations and Management

This course examines the changing images of people, organizations and organizational environments; research findings and applications related to organization structure, motivation, leadership, communications, decision-making, group dynamics, interpersonal skills; ethics and values important to the study and practice of organizational leadership; and assessment of value systems and the impact of competing value systems on public and organizational policy making.

#### Required Text

Denhardt, R. B., Denhardt, J. V., Aristigueta, M. P., & Rawlings, K. C. (2020). *Managing human behavior in public and nonprofit organizations*. (5th edition). Thousand Oaks, CA: Sage Publications.

#### APA Format

Students must also access the following style manual to ensure that all written work accurately corresponds to APA Style when needed.

American Psychological Association (2009). *Publication manual of the American Psychological Association*. Washington, D.C. (6th Edition). 2nd Printing.

#### Additional Required Readings

Students will need to access additional readings on Canvas or through the library.

#### Additional Information

Students need to have a GPA of 3.00 to graduate. Students must be enrolled in the semester or summer term in which he/she expects to graduate.

Students who receive 3 C's or 1 U are automatically suspended from the university. If this happens, do not assume that the MPA or certificate programs will reinstate you. MPA students who receive a C in this class will need to retake it.

For the spring, the last day to withdraw from a single class is March 16, 2020.

Be sure to check your UNCC email regularly for notices distributed on the student list-serve, and additional information about the program requirements are provided the website: <http://mpa.uncc.edu/>

## Learning Outcomes and Competencies

Objective	NASPAA Competency	Activity
Identify a public service or policy problem	2) To participate and contribute to the policy process	In-Class Discussion Exercises Manager Profile Midterm Exam Final Exam
Employ analytic tools for collecting, analyzing, presenting, and interpreting data, including appropriate statistical concepts and techniques  Exercise ethical responsibility when conducting research and making decisions	3) To analyze, synthesize, think critically, solve problems and make decisions  4) To articulate and apply a public service perspective	In-Class Discussion Exercises Manager Profile Midterm Exam Final Exam
Communicate effectively in writing.	5) To communicate and interact productively with a diverse and changing workforce and citizenry	In-Class Discussion Exercises Logic Model Assignment Balanced Scorecard Assignment Social Media Assignment Midterm Exam Final Exam
Communicate effectively in speech.	5) To communicate and interact productively with a diverse and changing workforce and citizenry	In-Class Discussion Exercises Gantt Chart Assignment Manager Profile Assignment

### Format

This course is a graduate seminar. Class sessions are based upon the assigned readings and we will discuss them. Each member of the seminar is expected to come to class prepared, having done the readings, engage fully in class discussions, and participate in class activities. Each member of the seminar brings ideas, insights, and a unique perspective – all of which contributes to the dialogue and learning experience. So, please come to class willing to share your thoughts and ideas, and please be respectful and responsive to others. ***Missing more than 3 classes will automatically result in an Unsatisfactory Grade (U).***

### Grades

As noted in the UNCC Graduate Handbook, letters are used to designate the quality of student academic achievement: A Commendable (4.0); B Satisfactory (3.0); C Marginal (2.0); U Unsatisfactory (0.0). Grades will be assigned as follows: 90.00 to 100 = A; 80.00 to 89.99 = B; 70.00 to 79.99 = C; below 70.00 = U. ***Please note: I will not round your grade up or down.***

### Resources for Students

UNC Charlotte offers a number of services and supports to its students, including: the Center for Graduate Life, the Writing Resources Center, a Counseling Center, a Career Center, and many others. Students are encouraged to utilize these resources, as needed, and may access additional information about these services and supports on the university website ([www.uncc.edu](http://www.uncc.edu)). Of particular interest and importance:

- The Center for Graduate Life offers an array of very useful workshops and resources for graduate students. See: <http://gradlife.uncc.edu/>

- The Writing Resources Center (WRC) offers a variety of free services and materials to help students to become more effective writers, including: one-on-one writing tutorials; in-class presentations; online research assistance; peer revision groups; online writing tutorials; and a print library of writing resources. Students are strongly encouraged to utilize the Writing Resources Center, as needed. See: <http://wrc.uncc.edu/>
- The Library offers a variety of services for students, including assistance with research, reference, inter-library loan services and presentation support. The library also has a librarian dedicated to helping students in the Social Sciences: Amanda Binder, 704-687-1771, [abinder3@uncc.edu](mailto:abinder3@uncc.edu).
- The University Career Center for Work, Service and Internships also provides a variety of services to help students prepare for their careers and participate in experiential learning. See: <http://career.uncc.edu/>
- The Counseling Center offers individual counseling, group counseling, couples counseling, and consultative services at no charge to students. Students come to counseling to get help for a variety of concerns, including anxiety, symptoms of depression, and relationship issues. To make an initial appointment with a counselor, call 704-687-0311 or stop by the center at 158 Atkins. This first session will help you assess your needs with a counselor and make a plan for how best to address your concerns. The Counseling Center also offers outreach programs including prevention, awareness, and education about mental health treatment:
  - <http://counselingcenter.uncc.edu/counseling-and-consultation-services>
- UNC Charlotte is committed to access to education. If you have a disability and need academic accommodations, please provide a letter of accommodation from Disability Services early in the semester. For more information on accommodations, contact the Office of Disability Services at 704-687-0040 or visit their office at Fretwell 230.

## Communication

- By virtue of registering for this course, all students will have access to the Internet and an email account. Please check your UNCC email account regularly, as well as the Canvas website. During the semester, if you have questions or concerns about anything, please do not hesitate to contact me – just send me an email or give me a phone call, and I will get back to you as soon as I can. However, due to FERPA (the Family Educational Rights and Privacy Act), you need to make an appointment for us to meet in person if you would like to discuss or inquire about your grades or feedback on your progress. Finally, in the event that you will not be attending class, please send me an email or text me beforehand so that I don't keep the class waiting for you to arrive.

## Assignments

### Individual Assignments (50%)

These assignments include: Logic Model (10%), Balanced Scorecard (10%), Gantt Chart (10%), Social Media (10%), and Manager Profile (10%). Additional information about these assignments will be handed out in class.

### Midterm Exam (20%)

A midterm exam will be on February 25, 2020. It will include questions about all of the material covered in class to date.

### Final Exam (20%)

A final exam is tentatively scheduled for May 5, 2020 (pending release of the exam schedule). It will include questions about all of the material covered in class, with an emphasis on the material covered after the midterm.

### Class Participation, Individual Discussion and/or Group Assignments (10%)

Working individually, or in small groups, students will conduct research about the various topics covered in class, and come prepared to contribute, facilitate, and participate in class discussion. Individually, students should attend class and come prepared to discuss the major points in the readings. Students are also advised keep up with current events and issues facing today's public and nonprofit organizations, as these types of discussions will be greatly encouraged. Additional information about these assignments will be handed out in class.

## COURSE SCHEDULE AND ASSIGNMENTS

1. January 14, 2020	<p>Introduction</p> <ul style="list-style-type: none"> <li>• Ring and Perry (1985)</li> <li>• Warner (2010)</li> <li>• Silverman &amp; Taliento (2006)</li> <li>• <a href="http://www.powermag.com/25-differences-between-private-sector-and-government-managers/">http://www.powermag.com/25-differences-between-private-sector-and-government-managers/</a></li> </ul>
2. January 21, 2020	<p>Organizational Theory and Behavior</p> <ul style="list-style-type: none"> <li>• Denhardt et al. (2020), Chapter 1</li> <li>• Argyris (1973)</li> </ul>
3. January 28, 2020	<p>Mission, Vision, and Values</p> <ul style="list-style-type: none"> <li>• Mittenthal (2002)</li> <li>• Kapaku, Volkov &amp; Wang (2011)</li> <li>• The Competing Values Framework: An Introduction (n.d.)</li> <li>• DeGraff &amp; Lawrence (2003)</li> </ul>
4. February 4, 2020	<p>Goals and Strategy</p> <ul style="list-style-type: none"> <li>• McLaughlin &amp; Jordan (1999)</li> <li>• Philliber (1997)</li> <li>• Bosin (2012)</li> <li>• Mitchell and Berlan (2017)</li> </ul>
5. February 11, 2020	<p>Effectiveness</p> <ul style="list-style-type: none"> <li>• Kamensky (2011)</li> <li>• Rivenbark &amp; Peterson (2008)</li> <li>• Ammons, D., &amp; Roenigk, D. (2015).</li> <li>• Zimmerman (2009)</li> <li>• Case 21: Strategic planning and performance measurement</li> </ul> <p><b>[Logic Model Due]</b></p>
6. February 18, 2020	<p>Communication, Project Planning, and Management</p> <ul style="list-style-type: none"> <li>• Denhardt et al (2020), Chapter 9</li> <li>• Khan, Swar &amp; Lee (2014)</li> <li>• Grob (2004)</li> <li>• Ammons (2002)</li> <li>• Social Media Guidelines (2019)</li> </ul>
7. February 25, 2020	<p><b>Midterm Exam</b></p>
8. March 3, 2020	<p><b>Spring Break – No Class</b></p>
9. March 10, 2020	<p>Teams and Groups</p> <ul style="list-style-type: none"> <li>• Denhardt et al (2020), Chapter 10</li> <li>• Edmondson (2012)</li> </ul> <p><b>[Balanced Scorecard Due]</b></p>
10. March 17, 2020	<p>Conflict and Change</p> <ul style="list-style-type: none"> <li>• Denhardt et al (2020), Chapter 11 &amp; 12</li> <li>• Ostroff (2006)</li> </ul>

	<ul style="list-style-type: none"> <li>Bright, Cooperrider &amp; Galloway (2006)</li> <li>Case: Implementing Organizational Change as a Newcomer (2009)</li> </ul> <p><b>[Gantt Chart Due]</b></p>
11. March 24, 2020	<p>Decision-Making, Motivation, and Leadership</p> <ul style="list-style-type: none"> <li>Denhardt et al (2020), Chapter 5, 6 &amp; 7</li> <li>Carman (2011)</li> <li>Case 8, Cherry County Blues</li> </ul>
12. March 31, 2020	<p>Knowing Yourself and Managing Stress</p> <ul style="list-style-type: none"> <li>Denhardt et al (2020), Chapter 2 &amp; 4</li> <li>Asirvatham, S. (2007)</li> </ul>
13. April 7, 2020	<b>[Manager Profile Due; Manager Profile Discussion]</b>
14. April 14, 2020	<p>Power and Politics</p> <ul style="list-style-type: none"> <li>Denhardt et al (2020), Chapter 8</li> <li>Coates (1994)</li> <li>Berner &amp; Ozer (2008)</li> </ul>
15. April 21, 2020	<p>Ethics</p> <ul style="list-style-type: none"> <li>Jeavons (2010)</li> <li>Independent Sector and BoardSource (2015)</li> <li>Potter &amp; Eskridge (2018)</li> <li>Case: Doctoring the Resume (2010)</li> </ul>
16. April 28, 2020	<p>Boundary Spanning, Collaboration and Networks</p> <ul style="list-style-type: none"> <li>Denhardt et al (2020), Chapter 13 &amp; 14</li> <li>Abels (2012)</li> </ul> <p><b>[Social Media Assignment Due]</b></p>
17. May 5, 2020	<b>[Final Exam]</b>

### IMPORTANT DATES

January 1, 2020	New Year's Day Observation - University Closed
January 8, 2020	First day of classes
January 11, 2020	Saturday classes begin
January 15, 2020	Last day to change Grade Type (P/NC or Audit)
January 15, 2020	Last day to add, drop with no grade
January 15, 2020	Last day to submit a grade replacement request
January 15, 2020	Payment Due Date/2nd Cancellation for non-payment
January 18, 2020	No Saturday Classes
January 20, 2020	Dr. Martin Luther King Jr. Day -University Closed
January 22, 2020	Census date for Spring Enrollment
February 10, 2020	Unsatisfactory web grading access available
February 12, 2020	Deadline to apply for May 2020 graduation
February 19, 2020	Thesis Proposal Defense Deadline
February 28, 2020	Unsatisfactory grades due on the web by noon
March 2, 2020	Fall 2020 Schedule of Classes available on web
March 2 - 7, 2020	Spring Recess - No Classes

March 2, 2020	Student registration appointment times available on web
March 9, 2020	Unsatisfactory Grade notices emailed to students
March 13, 2020	Dissertation Formatting Review Deadline
March 16, 2020	Last day to withdraw from course (s); grade subject to Withdrawal Policy
March 30, 2020	Registration for Summer 2020 and Fall 2020 begins
April 9, 2020	Dissertation Defense Deadline
April 10- 11, 2020	Spring Weekend -No Classes
April 20, 2020	Dissertation Submission Deadline
April 22, 2020	Thesis Formatting Review Deadline
April 24, 2020	Faculty Final web grading access available
April 25, 2020	Optional Reschedule Date for Possible Interruptions
April 28, 2020	Last day of classes
April 29, 2020	Reading Day
April 29, 2020	Thesis Defense Deadline
April 30, 2020	Day of Remembrance
May 1-2, 2020	Final Examinations begin
May 4- 7, 2020	Final Examinations continued
May 6, 2020	Thesis Submission Deadline
May 8, 2020	Graduate School Commencement @ 10 AM
May 8, 2020	Undergraduate Commencement (Business, Computing and Informatics, Education) @ 3 PM
May 9, 2020	Undergraduate Commencement (Arts + Architecture, Engineering, Health and Human Services) @ 10 AM
May 9, 2020	Undergraduate Commencement (Liberal Arts & Sciences) @ 3 PM
May 11, 2020	Grades due by noon
May 14, 2020	Academic Year ends
May 14, 2020	Spring 2020 Probation/Suspension notifications sent to students

#### UNIVERSITY POLICIES

##### **Classroom expectations:**

This syllabus contains the policies and expectations I have established for MPAD 6104. Please read the entire syllabus carefully before continuing in this course. These policies and expectations are intended to create a productive learning atmosphere for all students. Unless you are prepared to abide by these policies and expectations, you risk losing the opportunity to participate further in the course.

##### **Orderly and productive classroom conduct:**

I will conduct this class in an atmosphere of mutual respect. I encourage your active participation in class discussions. Each of us may have strongly differing opinions on the various topics of class discussions. The conflict of ideas is encouraged and welcome. The orderly questioning of the ideas of others, including mine, is similarly welcome. However, I will exercise my responsibility to manage the discussions so that ideas and argument can proceed in an orderly fashion. You should expect that if your conduct during class discussions seriously disrupts the atmosphere of mutual respect I expect in this class, you will not be permitted to participate further.

##### **Syllabus revisions**

The standards and requirements set forth in this syllabus may be modified at any time by the course instructor. Notice of such changes will be by announcement in class or by written or email notice. Changes to this syllabus will also be posted on the Canvas course website.

##### **Instructor's absence or tardiness:**

If I am late in arriving to class, you must wait a full 20 minutes after the start of class before you may leave without being counted absent, or you must follow any written instructions I may give you about my anticipated tardiness.

##### **Student rights and responsibilities in obtaining disability accommodations:**

Students in this course seeking accommodations to disabilities must first consult with the Office of Disability Services and follow the instructions of that office for obtaining accommodations.

##### **Non-discrimination in the classroom:**

All students and the instructor are expected to engage with each other respectfully. Unwelcome conduct directed toward another person based upon that person's actual or perceived race, actual or perceived gender, color, religion, age, national origin, ethnicity, disability, or veteran status, or for any other reason, may constitute a violation of University Policy 406, The Code of Student Responsibility. Any student suspected of engaging in such conduct will be referred to the Office of Student Conduct.

**Academic integrity violations, including plagiarism:**

All students are required to read and abide by the Code of Student Academic Integrity. Violations of the Code of Student Academic Integrity, including plagiarism, will result in disciplinary action as provided in the Code. Definitions and examples of plagiarism are set forth in the Code. The Code is available from the Dean of Students Office or [online](#). Faculty may ask students to produce identification at examinations and may require students to demonstrate that graded assignments completed outside of class are their own work.

**Title IX reporting obligations re: incidents of sexual harassment, sexual assault, dating violence, domestic violence, or stalking:**

UNC Charlotte is committed to providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or experiences any of these incidents, know that you are not alone. UNC Charlotte has staff members trained to support you in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, helping with legal protective orders, and more. Please be aware that many UNC Charlotte employees, including all faculty members, are considered [Responsible Employees](#) who are required to relay any information or reports of sexual misconduct they receive to the Title IX Coordinator. This means that if you tell me about a situation involving sexual harassment, sexual assault, dating violence, domestic violence, or stalking, I must [report the information to the Title IX Coordinator](#). Although I have to report the situation, you will still have options about how your case will be handled, including whether or not you wish to pursue a formal complaint. Our goal is to make sure you are aware of the range of options available to you and have access to the resources you need. If you wish to speak to someone confidentially, you can contact any of the following on-campus resources, who are not required to report the incident to the Title IX Coordinator: (1) University Counseling Center ([counselingcenter.uncc.edu](#), 7-0311); (2) Student Health Center ([studenthealth.uncc.edu](#), 7-7400); or (3) Center for Wellness Promotion ([wellness.uncc.edu](#), 7-7407). Additional information about your options is also available at [titleix.uncc.edu](#) under the "Students" tab.

**University policy on withdrawals:**

Students are expected to complete all courses for which they are registered at the close of the add/drop period. If you are concerned about your ability to succeed in this course, it is important to make an appointment to speak with me as soon as possible. The University policy on withdrawal allows students only a limited number of opportunities available to withdraw from courses. It is important for you to understand the financial and academic consequences that may result from [course withdrawal](#).

**Preventing sexual harassment in web-based or web-assisted courses:**

All students are required to abide by the UNC Charlotte [Sexual Harassment Policy](#) and the policy on [Responsible Use of University Computing and Electronic Communication Resources](#). Sexual harassment, as defined in the UNC Charlotte Sexual Harassment Policy, is prohibited, even when carried out through computers or other electronic communications systems, including course-based chat rooms or message boards.

**Use of cell phones, smart phones, or other mobile communication devices in the classroom:**

The use of cell phones, smart phones, or other mobile communication devices is disruptive, and is therefore prohibited during class. Except in emergencies, those using such devices must leave the classroom for the remainder of the class period.

**Computer use in the classroom:**

Students are permitted to use computers during class for note-taking and other class-related work only. Those using computers during class for work not related to that class must leave the classroom for the remainder of the class period.

**Recording in the classroom:**

Electronic video and/or audio recording is not permitted during class unless the student obtains permission from the instructor. If permission is granted, any distribution of the recording is prohibited. Students with specific electronic recording accommodations authorized by the Office of Disability Services do not require instructor permission; however, the instructor must be notified of any such accommodation prior to recording. Any distribution of such recordings is prohibited.

**Policy on absenteeism or tardiness:**

Students are expected to attend every class and remain in class for the duration of the session. Failure to attend class or arriving late may impact your ability to achieve course objectives which could affect your course grade. An absence, excused or unexcused, does not relieve a student of any course requirement. Regular class attendance is a student's obligation, as is a responsibility for all the work of class meetings, including tests and written tasks. Any unexcused absence or excessive tardiness may result in a loss of participation points. Class Absence(s): The authority to excuse a student's class absence(s) and to grant a student an academic accommodation (turn in a late assignment(s), provide extra time on an assignment, reschedule an exam(s) etc.) sits with the individual instructor. Students are encouraged to work directly with their instructors regarding their absence(s). Note: The Dean of Students Office can assist faculty members in the verification a student's class absence(s) for documented situation related to medical, psychological, personal crisis, or military absences.

**Copyright ownership of course materials**

My lectures and course materials, including presentations, tests, exams, outlines, and similar materials, are protected by copyright. I am the exclusive owner of copyright in those materials I create. I encourage you to take notes and make copies of course materials for your own educational use. However, you may not, nor may you knowingly allow others to reproduce or distribute lecture notes and course materials publicly without my express written consent. This includes providing materials to commercial course material suppliers such as CourseHero and other similar services. Students who publicly distribute or display or help others publicly distribute or display copies or modified copies of an instructor's course materials may be in violation of University Policy 406, The Code of Student Responsibility. Similarly, you own copyright in your original papers and exam essays. If I am interested in posting your answers or papers on the course web site, I will request your written permission.

**Food Insecurity Statement**

Food insecurity is defined by the USDA as "a lack of access to enough food for an active, healthy life." Food insecure categories include: reduced caloric intake, reduced food quality, lack of variety in diet, disrupted eating patterns, and hunger. Research shows that college students experience food insecurity at higher rates than the American household rate, and that food insecurity can negatively impact academic performance and persistence. In recognition of this problem, UNC Charlotte offers assistance to students facing food insecurity through an on-campus food pantry. The Jamil Niner Student Pantry (JNSP) is located on the east edge of campus at 1224 John Kirk Road. It has regular hours which may change from semester to semester; please see the website at <https://ninerpantry.uncc.edu/> for schedule and details on its services, as well as resources about hunger and food insecurity among college students.

**Preferred Gender Pronoun**

This course affirms people of all gender expressions and gender identities. If you prefer to be called a different name than what is indicated on the class roster, please let me know. Feel free to correct me on your preferred gender pronoun. If you have any questions or concerns, please do not hesitate to contact me.