

MPAL 6302.794

Organizational Leadership and Administration



Spring 2020 Syllabus

Basic Information

Instructor Name: Hank Abrams, Ph.D.

OFFICE: MB4142

OFFICE PHONE: 432-552-2342

E-MAIL: abrams_h@utpb.edu

OFFICE HOURS: Monday—2:15pm-5:15pm; Tuesday—10:30am-11:30am; Thursday—11:30am-12:30pm.

This course is a Web Course and is conducted within Canvas

<http://utpb.instructure.com>

NOTE: The due dates and times for the activities will adhere to the Central Time Zone.

Course Description

Course Catalog Description:

Evolution of organization theory and its application to challenges of leading, managing, organizing, and understanding public sector agencies.

Measurable Learning Outcomes:

By the end of this course, you will be able to:

- A. Compare and contrast the characteristics of public, nonprofit, and for-profit organizations
- B. Explain how alternative organizational theory perspectives (e.g., scientific management, open systems, human relations, etc.) define organizational effectiveness and what each perspective emphasizes to improve such effectiveness

- C. For a specific agency, compose a plan to improve organizational effectiveness in areas such as service productivity, worker morale, and agency resource growth and survival.

Prerequisites:

None

Materials

Required Materials:

Tompkins, Jonathan R. (2005) Organization Theory and Public Management. Boston, MA: Thomson Wadsworth. (ISBN-13:978-0-534-17468-2)

Kaufman, Herbert. (2006) The Forest Ranger: A Study in Administrative Behavior. Washington, D.C.: Resources for the Future. (paper edition) (ISBN 1-933115-27-0)

Buntin, John “Assertive Policing, Plummeting Crime: The NYPD Takes on Crime in New York City” Harvard John F. Kennedy School of Government Case Program (HKS1530.0 formerly CL 16-99-1530.0)

The first two items will be available in the campus bookstore or may be obtained from any number of online booksellers. The third item can be purchased online from the JFK School of Government cases portion of the Case Centre (info.usa@thecasecentre.org). This is a **30-page** case not to be confused with a couple of other related cases listed by the Case Centre. Please let me know if you have any problems with obtaining the required materials.

Other materials:

There are a few articles assigned that are available via the UTPB Library website (by entering the article title into FalconFinder).

Important Academic Dates

UTPB Academic Calendar—

[Academic Calendar](#)

Course Overview

There are 8 modules to this course. Most modules will have:

- Assigned reading from the required books and articles
- A lecture
- Study area questions that need to be completed in preparation for the course exam. These study questions will not be graded but will increase your understanding of the material and help you do better on the graded test and assignments.

In addition, as outlined in the schedule portion of this document, there will be:

- **One course exam (regular, NOT open book – no notes, no books, no articles, no copies of module lectures, etc.)**
- **Three graded web-based discussion board questions**
- **Two graded assignments**
- **An agency paper**

Reading the lectures, doing the assigned readings, and rigorously completing the study area questions each week are essential for success. If you have questions about any of the material, you should feel free to contact me (email, phone, etc.).

There will be **two graded assignments**. Follow the instructions to complete each. The first assignment will involve an analysis of the Forest Ranger case study listed under required materials. This case study (by Kaufman) is considered by many to be a classic in the field of public administration. It vividly illustrates many of the issues and concepts covered in the course. While not a recent case study, it provides a useful survey of many of the factors that may affect organizational performance broadly defined. The second assignment will be due near the end of the course, and will involve integration of major portions of the material considered in the course (including preparing a summary and analysis of John Buntin's case "NYPD Takes on Crime" listed in the Required Materials section).

There will be **three graded web-based discussion board questions**; your level of participation will be graded. To participate in the Discussions, go to the **Discussion Board** button and post your response to the questions there. You will not be able to see the responses of others until you post your own main response to the questions posed. When completing your response to the questions, you should give your post a useful name, present complete sentences, avoid "chat speak", and use 'spell check'. You should read other students' posts and meaningfully reply to at least two other students' responses (this is a minimum and fuller engagement is encouraged). All discussion posts must be made by the due date on the schedule.

You will be required to write an **Agency Paper** about a particular public or nonprofit agency located in the region where you live or work. For instance, if someone lives or

works in the Permian Basin, examples of public sector organizations include the Odessa Police Department, the Midland Independent School District, Medical Center Hospital, and UTPB; if someone lives or works in the Permian Basin, examples of nonprofit organizations include the Permian Basin Rehabilitation Center, and the West Texas Food Bank. Be sure you select a public or nonprofit organization. For instance, a hospital may be public (e.g., Medical Center Hospital (in Odessa)), nonprofit (e.g., Massachusetts General Hospital (in Boston)), or for-profit (e.g., Odessa Regional Medical Center). Detailed description of the agency paper components are provided under the Agency Paper tab. **By March 20th, each student will need to email the instructor indicating the agency to be covered, and the name and title of the contact person.** The instructor will determine if the agency and contact person are acceptable. The instructor will only allow one paper per agency. The principle of first come first served applies.

As noted in the course schedule, the third graded discussion question will involve students drawing upon portions of their agency papers. As indicated in the discussion question, students will need to provide a brief summary of the agency covered in the paper (including a brief overview of an organizational performance/effectiveness issue as broadly defined in the course).

There will be **one live proctored exam** with a mix of multiple choice and moderate length written response questions that address the material in Modules 2 through 7 (the integrative assignment (Assignment Two) will draw on some of this material but will also draw upon material considered in Module 8). There will be three live proctoring options for the exam.

As indicated in the Schedule at the end of this document, **Option 1** will involve the instructor (me) proctoring the test at UTPB at the specific date/time slot indicated in the schedule (at no additional cost to students).

Option 2 will involve students arranging with EXAMITY for online authentication and live proctoring. This will allow students to take their tests at home or another setting of their choice. This option includes having an EXAMITY proctor actually observe the student as he/she takes the exam (along with video recording). For a two hour session, a student will need to pay EXAMITY about \$22 per exam. To do this, a student will need: a working webcam and microphone which can be tested at [TestMyCamera](#); an internet connection of at least 3Mbps ([Speedtest.com](#)); Chrome/Mozilla/Safari/internet Explore/Microsoft Edge browser; and an up to date Operating system (Windows or Mac OS). Conduct an [automated system check](#). If a student does not pass the systems check or has questions or concerns, he/she can contact Examity's technical support 24/7 via email at support@examity.com or phone at (855) 392-6489 .

Option 3 will involve students (in consultation with the instructor) taking the exams at a testing center (often at colleges near the students). This alternative may involve a charge of about \$20.00 per exam.

Please let the instructor know by March 31st (preferably sooner) which of the above three options you plan using for your exam. If you choose Option 3, please be sure that the proposed center takes outside students and has space available on the necessary date (Oct.1st) as indicated in the schedule. Also, you need to let me know the name, title, and contact information of a contact person at the center.

To help prepare for this exam, it is imperative that you do the study questions that are provided after each module lecture. These will not be turned in for a grade but are necessary for doing well on the proctored exam (which accounts for 23% of the course grade).

Grading Weights:

Course Activity	Percentage of Total Grade
Assignment 1 (Forest Ranger Essay)	15%
Assignment 2 (Integrative Assignment)	21%
Agency Paper*	18%
Exam (proctored @ UTPB, Testing Center, or Examiity)	23%
Discussion Forums	
Topic # 1	6%
Topic # 2	9%
Topic #3*	8%
Total	100%

*Graded Discussion Topic #3 will be based on the Agency Paper.

Grading Scale:

GPA Value	Letter Grade
4.00	A
3.67	A-
3.33	B+
3.00	B
2.67	B-
2.33	C+
2.00	C
1.67	C-
1.00	D
0.00	F

Each course component listed in the Grading Weights table above will receive a letter grade. The final course grade will reflect a weighted average using the Grading Weights (i.e., percentages) and the numerical equivalent for each letter grade given as shown above in the Grading Scale table (e.g., A= 4.00, A-=3.67, B+=3.33, B=3.00, etc.). Essentially, each student will have a Course GPA which then translates into a course letter grade.

For example, suppose someone receives the following: Assignment 1 (B+), Assignment 2 (A-), Agency Paper (A-), the Exam (B-), Discussion Forum 1 (C+), Discussion Forum 2 (B+), and Discussion Forum 3 (A). Their overall Course GPA would be 3.30 which as suggested in the above Grading Scale table rounds to a B+ for the course. That is, $(.15 \times 3.33) + (.21 \times 3.67) + (.18 \times 3.67) + (.23 \times 2.67) + (.06 \times 2.33) + (.09 \times 3.33) + (.08 \times 4.00) = 3.30$ or B+ for the overall course grade. The percentages here come from the Grading Weights table and the point value for each letter grade comes from the Grading Scale table.

What does one need to get an A level grade for the course? The answer is that one needs to have at least a course GPA of 3.50 to get an A level grade for the course.

At any point if you have a question about any of this or you are unclear where your stand, please feel free to contact me.

Communication, Grading & Feedback:

Email: I will make every effort to respond to all messages & emails within 48 hours. If I am going to be out due to ill health, attending a conference, etc., I will notify you using email and/or the announcements page in Canvas. You may contact me via the Canvas message function: or you may contact me via my campus email address or campus phone number (both are provided in the Basic Information section).

Question and Answer Forum: Besides course content and related discussion topics, there will be a question and answer discussion board. I will check this area but other students may provide the answers. I will also send you emails as necessary. In fact, if you have a question, feel free to email me. You must, therefore, have access to your UTPB email account or have it redirected to another address of your choice.

Feedback on Assignments/Tests: Assignments and tests will be graded generally within 7 days of the due date; individual feedback and/ or general feedback will be provided.

Time Management

It is anticipated that across the 8 week semester that a student should spend ON AVERAGE about 7-13 hours per week on this course to be successful. PLAN AHEAD

BY LOOKING AT THE SCHEDULE AND SETTING ASIDE BLOCKS OF TIME TO GET COURSE ELEMENTS COMPLETED IN A TIMELY MANNER.

Policies

Discussion Board

Discussion Board is primarily for discussing course related topics and issues. Best practices are:

- Read all message postings in online discussion.
- Respond to the question directly
- Reply to minimum of two other student posts (meaningful response to more than two posts is encouraged)
- Use a person's name in the body of your message when you reply to their message.
- Avoid postings that are limited to 'I agree' or 'great idea', etc.
- Ensure responses to questions are meaningful, reflective.
- Support statements with concepts from course readings, refer to personal experience, examples.
- Follow **Rules of Behavior (below)**.

Rules of Behavior

Discussion areas are public to every student in this class (including your instructor) who will see what you write. Please pay attention to the language you use and adhere to the following guidelines:

- Do not post anything too personal.
- Do not use language that is inappropriate for a classroom setting or prejudicial in regard to gender, race, or ethnicity.
- Do not use all caps in the message box unless you are emphasizing (it is considered shouting).
- Be courteous and respectful to other people on the list
- Do not overuse acronyms like you would use in text messaging. Some of the list participants may not be familiar with acronyms.
- Use line breaks and paragraphs in long responses.
- Write your full name at the end of the posting.
- Be careful with sarcasm and subtle humor; one person's joke is another person's insult.

Make-Up/Late Submission Policy

All course activities (exams, assignments, etc.) must be submitted before or on set due dates and times. If the student is unable to abide by the due dates and times due to an extraordinary circumstance (e.g., hospitalization for an acute medical condition), it is her/his responsibility to contact the instructor promptly for his consideration. However, generally, assignments and tests must be completed according to the timetables set in the schedule. Failure to do so may result in receiving an F for the particular component.

Note: the due dates and times for activities will adhere to the Central Time Zone.

Academic Dishonesty/Plagiarism/Cheating

The academic community regards academic dishonesty as an extremely serious matter, with serious consequences. Any effort to gain an advantage not given to all students is dishonest whether or not the effort is successful. Any suspicion of academic dishonesty will be reported and investigated. A student who engages in scholastic dishonesty that includes, but is not limited to cheating, plagiarism, and collusion will receive an “F” for the course.

All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. For complete information on UTPB student conduct and discipline procedures consult the [University's Handbook: Scholastic Dishonesty](#).

Academic dishonesty includes, but is not limited to cheating, plagiarism, collusion, falsifying academic records, misrepresenting facts, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student such as, but not limited to, submission of essentially the same written assignment for two courses without the prior permission of the instructor, or the attempt to commit such acts.

Plagiarism includes, but is not limited to the appropriation of, buying, receiving as a gift, or obtaining by any means material that is attributable in whole or in part to another source, including words, ideas, illustrations, structure, computer code, other expression and media, and presenting that material as one's own academic work being offered for credit.

Attendance and Class Participation

Regular and active participation is an essential, unmistakably important aspect of this online course. All students are expected to do the work assigned, and notify the instructor when emergencies arise.

Tracking

Learning management systems have tracking features. Statistics are collected that quantifies how often and when students are active in the course and provides information if the student has accessed different pages of the course.

Absenteeism

All the course activities have set dates to be completed and submitted. After the due dates the activities will not be available for the students. Not logging into an online course is considered absenteeism. Contact instructor immediately in case of emergency medical situation.

Course Incomplete/Withdrawal/Grade Appeal

All students are required to complete the course within the semester they are signed up. Incomplete grades for the course are rarely given, will only be granted if the student provides a valid, documented excuse for not being able to complete the course on time (e.g., hospitalization for a serious medical condition), and has contacted the instructor prior to the scheduled last class to request an extension. The student signs a contract that includes the incomplete course activities and the new due dates. None of this overrides the general requirement that all tests and assignments are to be done according to the schedule provided in the syllabus.

Find information and dates regarding drops and withdrawals consult the University Handbook: [Drops and Withdrawals](#) and [Appeal Process](#).

Accommodation for Students with Disabilities

Students with Disabilities: The University of Texas of the Permian Basin in compliance with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act provides “reasonable accommodations” to students with disabilities. Any student with a disability who is requesting an accommodation for this course must provide the instructor with official documentation in the form of a letter from the ADA Officer for Students. Only those students who have officially documented a need for an accommodation will have their request honored. **Adapted from UTSA ADA syllabus statement. **

ADA Officer for Students: Mr. Paul Leverington

Address: Mesa Building 4243

4901 E. University, Odessa, Texas 79762

Voice Telephone: 432-552-4696

Email: ada@utpb.edu

For the accessibility and privacy statements of external tools used within courses, go to [Accessibility and Privacy Statements](#).

Computer Skills, Technical & Software Requirements

This course is designed as a web-based class which necessitates specific computer expertise on the part of the student, specific computer equipment or programs, and a commitment on the part of the student beyond that of most other courses. Canvas navigation help is provided within the course in case you are new to Canvas. You will also need to create word processing documents, save files, and submit files within this course.

Students can use cloud version of Word, PowerPoint and other Microsoft products through use of their UTPB Outlook 365 and UTPB email address. For more information refer to [UTPB Office 365 Page](#).

Computer Technical Requirements

See [Technical Requirements](#).

Online Student Authentication

UTPB requires that each student who registers for an online course is the same student who participates in, completes, and receives credit for the course. UTPB's Distance Education Policy requires faculty members to employ at least two methods of verification to ensure student identities. To access online courses students must login to the UTPB learning management system using their unique personal identifying username and secure password. UTPB's Distance Education Policy requires at least one additional student identification method within the course that has been determined and approved by the faculty or academic program. This course satisfies the second method of student authentication by having a live proctored exam using an approved photo ID*.

*Approved up to date photo identifications are: passports, government issued identification, driver's licenses, military ID from DoD.

As noted in the Course Overview, there will be one exam; it will involve live proctoring. That is, a student will need to either take the exam at UTPB at a specific date/time slot (with no additional cost to the student), or offsite via Examity or a testing center (at additional cost of about \$22.00)

Preparation for Emergencies

Computer Crash

Not having a working computer or a crashed computer during the semester will NOT be considered as an acceptable reason for not completing course activities at a scheduled time. NOTE: Identify a second computer before the semester begins, that you can use when/if your personal computer crashes.

Complete Loss of Contact

If you lose contact with course connectivity completely (i.e. you cannot contact me via Canvas or email), you need to call instructor, and leave message regarding connectivity loss and contact information.

Lost/Corrupt/Missing Files

You must keep/save a copy of every project/assignment on an external drive, UTPB Outlook 365 OneDrive, or personal computer. In the event of any kind of failure (e.g. virus infection, student's own computer crashes, loss of files in cyberspace, etc.) or any contradictions/problems, you may be required to resubmit the files.

End-of-Course Evaluation & Instructor Evaluation

Every student is encouraged to complete an end-of-course evaluation/survey provided by UTPB. During the last two weeks of class, there will be an announcement in Canvas, an email, and a button in your course navigation that will take you to available surveys.

The survey is anonymous and your responses are confidential. Your feedback is critical to us and to your instructor as we strive to improve our offerings, and our support of you, the students.

Student Support Services

SERVICE	CONTACT
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SERVICE	CONTACT
ADA Accommodation/Support	Testing Services & Academic Accommodations Department (432) 552-4696
Advising	(432) 552-2661 UTPB Academic Advising Center
Bookstore	UTPB Campus Bookstore (432) 552-0220
Email, Office 365, my.utpb.edu	Information Technology
Financial Aid and Scholarship	UTPB Financial Aid (432) 552-2620
Library	The J. Conrad Dunagan Library Online at (432) 552-2370
Registrar	UTPB Registrar (432) 552-2635
Student Services	Student Services (432) 552-2600
Technical Support	Canvas 1-866-437-0867
Tutoring & Learning Resources	If you are taking courses through UTPB the following links provide services: Smarthinking Online Tutoring (provides tutoring services), SmarterMeasure (measures learner readiness for online course).

Disclaimer & Rights

Information contained in this syllabus was to the best knowledge of the instructor considered correct and complete when distributed for use in the beginning of the semester. However, the instructor reserves the right, acting within the policies and procedures of UTPB to make changes in the course content or instructional techniques without notice or obligation. The students will be informed about the changes, if any.

Copyright Statement

Many of the materials that are posted within UTPB courses are protected by copyright law. These materials are only for the use of students enrolled in the course and only for the purpose of the course. They may not be further retained or disseminated.

Schedule

DATE	Assignments/Activities/Topics	Module
3/9-3/11	Course Introduction (as instructed includes providing background and contact information).	Module 1
3/12- 3/15	Comparison of Public, For-Profit, and Nonprofit Organizations	Module 2
3/16-3/20	Organizational Performance & Management Practices (Begin Graded Written Assignment I (Forest Ranger Essay) due by midnight of March 27th Selection of Agency and Contact Person(name& title) for Agency Paper—Email to Instructor Due by Midnight of March 20th	Module 3
3/21-3/27	Formal Organizational Structure: An Overview Graded Discussion Question 1 due by Midnight of March 23rd Graded Written Assignment I (Forest Ranger Essay) due by Midnight of March 27th	Module 4
3/28- 3/31	Classical Administrative Management Perspective Exam Option Selection Due by March 31st	Module 5
4/1-4/4	Scientific Management Perspective	Module 6
4/5-4/8	Human Side of Enterprise (Human Relations & Human Resources Perspectives) Graded Discussion Question 2 due by Midnight of April 8 th	Module 7
4/15	Live Proctored Exam (AT UTPB & VIA OFFSITE ARRANGEMENT)+	READ NOTE AT END OF SCHEDULE
4/16-4/20	Open Systems Perspectives	Module 8
4/21-4/25	Complete Graded Integrative Assignment due by Midnight of April 25 th	
4/26- 5/1	Complete Paper Graded Discussion Question 3 (derived from papers)	

DATE	Assignments/Activities/Topics	Module
	due by Midnight of May 1 Paper due by Midnight of May 1	

+Examity will be from 3PM CST April 15th- 8AM CST April 16th ; Testing Centers will be on April 15th with times determined by the hours of the specific centers. We have students in different time zones and with a variety of working hours. This is to accommodate this situation. Testing at UTPB will occur outside my office (MB4142). You may arrive here anytime between 3-6pm CST on April 15th. **In all settings, students should allow for up to two hours to complete the exam (though I anticipate the average time to complete the exam will be about 80 minutes). For Examity users this means getting a start time no earlier than 3PM CST of April 15th and no later than 6AM CST of April 16th.** Students should let the instructor know as soon as possible if they need an adjustment to this planned test schedule.

Sample Syllabus