PBA 400.590: Organizations and Management

**Spring 2016 Online Course**  
**Department:** Government  
**Instructor:** Dr. Cindy Pressley  
**Office:** Liberal Arts North 132  
**Email:** pressleyc@sfasu.edu or through D2L (preferred)  
**Skype:** cindylpressley  
**Office Number:** 936-468-2424  

**Office Hours:**  
- In-Office (on campus): Monday Noon-3pm  
- Virtual: Wednesday 4pm-6pm; Thursday 9:30am-11am [I can be contacted by email or instant messaging through the D2L system. I will try to be available by Skype during my office hours as well]  
- Office hours can be made by appointment if you cannot make the listed hours. Please contact me by email if you would like to set up a virtual or face to face meeting.

**Catalog Description:** Behavior, structures, environment, culture, group dynamics and development of public sector organizations from a managerial perspective. Prerequisites: PSC 141, 142 and PBA 300 or instructor approval.

**Course Requirements**

- **2 Exams 250 Points (125 points each):** Each exam contains 5 short answer questions, and 1 essay question. Exams are not cumulative. Each exam is timed. You have 3 hours to complete the exam. You will be able to take the exam at any time during the week wherein the exam is located.

- **Lessons 600 Points:** 12 total, worth 50 points each. Each lesson contains (unless otherwise noted) a set of lecture style materials in html format and some with embedded multimedia links you are expected to view, one discussion question that you will respond to and will then reply to a fellow student’s response (you will lose points for not responding to a colleague) and short answer assignment. Lessons are available beginning on Monday morning at 8am and will close on Sunday evening at 11pm unless otherwise noted.

- **Research Paper Assignment 150 Points:** You are required to complete a 10-15 page research paper containing a minimum of 10 academic references. Additional information provided in the ‘Getting Started’ lesson

**Grading Scale:** A (1000-900 points); B (899-800 points); C (799-700 points); D (699-600 points); F (599 and below)

**Required Materials:**  
*You are responsible for acquiring the required textbook for the course.*

Title: Reframing Organizations: Artistry, Choice, and Leadership  
Author: Bolman & Deal  
Edition: 5th (2013)
ISBN: 978-1-118-57333-4

Additional materials will be assigned by instructor during the semester

**Calendar at a Glance:** Calendar is not set in stone and is subject to change! Readings should be completed prior to class of the week of the assigned reading. Some assignments for the week will connect to the readings so be sure to get the books and complete the readings.

**Week 1 (Tues. Jan 19-Sun. Jan. 24):** Lesson One: Introduction to Course; Readings: To be assigned and are found within the lesson

**Week 2 (Mon. Jan. 25-Sun. Jan. 31):** Lesson Two: Managing Organizations; Readings: Bolman & Deal Chapters 1 & 2

**Week 3 (Mon. Feb. 1-Sun. Feb. 7):** Lesson Three: Bureaucracy; Readings: Bolman & Deal Chapter 3

**Week 4 (Mon. Feb. 8-Sun. Feb. 14):** Lesson Four: Structures & Forms; Readings: Bolman & Deal Chapters 4 & 5

**Week 5 (Mon. Feb. 15-Sun. Feb. 21):** Lesson Five: Human Relations Part 1; Readings: Bolman & Deal Chapter 6

**Week 6 (Mon. Feb. 22-Sun. Feb. 28):** Lesson Six: Human Relations Part 2; Readings: Bolman & Deal Chapters 7 & 8

**Week 7 (Mon. Feb. 29-Sun. March 6):** Exam One; Must be completed by **Sunday March 6th by 11pm**

**Week 8 (Mon. March 7-Sun. March 13):** Lesson Seven: Power; Readings: Bolman & Deal Chapter 9


**Week 10 (Mon. March 28-Sun. April 3):** Lesson Eight: Politics; Readings: Bolman & Deal Chapters 10 & 11

**Week 11 (Mon. April 4-Sun. April 10):** Lesson Nine: Organization Culture; Readings: Bolman & Deal Chapters 12, 13 & 14

**Week 12 (Mon. April 11-Sun. April 17):** Lesson Ten: Leadership; Readings: Bolman & Deal Chapters 15, 16, & 17

**Week 13 (Mon. April 18-Sun. April 24):** Lesson Eleven: Organization Change; Bolman & Deal Chapters 18 & 19

**Week 14 (Mon. April 25-Sun. May 1):** Lesson Twelve: Public Administration & Organizations; Bolman & Deal Chapters 20 & 21

Final Exam Week: Mon. May 9-Fri. May 13; Exam Two; Must be completed by Friday May 13th by 5pm

Program Learning Outcomes:

- Demonstrate an understanding of the institutional, political and legal processes of the United States, and articulate the functions of public administration in terms of historical roots, structure, and contemporary issues.
- Demonstrate an understanding of the theoretical knowledge for understanding, developing, and implementing public policy and to integrate this into applied practice.
- Demonstrate critical reasoning, problem solving abilities, communications skills, technology skills and ethical considerations relating to public responsibility.
- Demonstrate an understanding of the social, political, economic, and cultural factors that influence public administration.
- Demonstrate the ability to effectively communicate, both in writing and orally, using the important terminology, facts, concepts, and theories used in the field of public administration.
- Demonstrate an awareness of ethical issues in public and nonprofit organizations, and how to use ethical reasoning to formulate decisions and promote positive organizational and professional trust.

Student Learning Objectives

- The student will be able to understand the changing nature of public organizations.
- The student will be able to assess aspects organizational culture of public organizations.
- The student will be able to identify the many aspects of public organizations such as structure and design.
- The student will be able to understand concepts of decision making, power and leadership in public organizations.

Academic Integrity: An individual’s integrity is a reflection not only on themselves, but on the reputation of their profession as well. The standards you hold in your academic career will weigh heavily on those you retain throughout life. Your professional reputation is of the utmost importance in maintaining a positive career path. Thus, your academic integrity will be held to the highest possible standard while in this classroom. Zero tolerance will be given for academic irregularities. If I catch you violating this policy, you will be reported. If another student accuses you and there is no other evidence, you will be required to resubmit a new assignment or take a new exam. If you choose not to, you will be reported. According to the university: “Academic integrity is a responsibility of all university faculty and students. Faculty members promote academic integrity in multiple ways including instruction on the components of academic honesty, as well as abiding by university policy on penalties for cheating and plagiarism.

Definition of Academic Dishonesty: Academic dishonesty includes both cheating and plagiarism. Cheating includes but is not limited to (1) using or attempting to use unauthorized materials to aid in achieving a better grade on a component of a class; (2) the falsification or invention of any information, including citations, on an assigned exercise; and/or (3) helping or attempting to help
another in an act of cheating or plagiarism. Plagiarism is presenting the words or ideas of another person as if they were your own. Examples of plagiarism are (1) submitting an assignment as if it were one's own work when, in fact, it is at least partly the work of another; (2) submitting a work that has been purchased or otherwise obtained from an Internet source or another source; and (3) incorporating the words or ideas of an author into one's paper without giving the author due credit. Please read the complete policy at http://www.sfasu.edu/policies/academic_integrity.asp

Students With Disabilities: “To obtain disability related accommodations, alternate formats and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Human Services Building, and Room 325, 468-3004 / 468-1004 (TDD) as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. Failure to request services in a timely manner may delay your accommodations. For additional information, go to http://www.sfasu.edu/disabilityservices/”. If modifications or accommodations are needed due to disability, please make an appointment with me as early as possible so arrangements can be made.

Classroom Policies:

- This is an online course, so you will be required to engage in self-study and self-reminders as to when assignments are due and what is required of you. We will maintain regular contact throughout the semester through D2L email. A due date timeline is posted in the course documents content section, and I will post announcements when necessary.
- Late assignments are not accepted. Make-up exams will only be allowed under exceptional circumstances. Having another exam or paper due that week is not an exceptional circumstance.
- Turn it in software is used to view all assignments. Grades are non-negotiable.
- The open exchange of ideas will be respected by all students. Respectful discussion is required. While you are allowed to express your opinions during the discussions remember that other students may have different opinions and have the right to have and express those opinions. Personal attacks are not allowed as they do not promote civilized debate (one of the main purposes of the required discussions).
- According to the university: “Withheld Grades Semester Grades Policy (A-54) Ordinarily, at the discretion of the instructor of record and with the approval of the academic chair/director, a grade of WH will be assigned only if the student cannot complete the course work because of unavoidable circumstances. Students must complete the work within one calendar year from the end of the semester in which they receive a WH, or the grade automatically becomes an F. If students register for the same course in future terms the WH will automatically become an F and will be counted as a repeated course for the purpose of computing the grade point average.”
- “Acceptable Student Behavior. Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program (see the Student Conduct Code, policy D-34.1). Unacceptable or disruptive behavior will not be tolerated. Students who disrupt the learning environment may be asked to leave class and may be subject to judicial, academic or other penalties. This prohibition applies to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc. The instructor shall have full discretion over what behavior is
appropriate/inappropriate in the classroom. Students who do not attend class regularly or who perform poorly on class projects/exams may be referred to the Early Alert Program. This program provides students with recommendations for resources or other assistance that is available to help SFA students succeed.

- **Excused Absences:** In order to have your absences excused, you must provide either notification from your coach/faculty club advisor or have a notice sent from the judicial office.

- **Absence Notifications:** Students missing classes for legitimate reasons other than University-sponsored trips may contact the Judicial Office and request an absence notification be sent to their instructors. These notifications are not excuses. They are provided as a courtesy to the student and the student’s instructor(s) and are not an evaluation of the information received by this office. Students requesting an absence notification should be prepared to give the Judicial Office their name, ID number, date(s) of the absence, reason for the absence, and a contact phone number. Students should also be prepared to offer documentation of the absence to their instructors. As per University policy Class Attendance and Excused Absence A-10, an instructor may determine the nature of satisfactory documentation. Contact information for the judicial office is: 315 Rusk Building, 936-468-2703

**Technical Support:**

- For D2L technical support, contact student at d2l@sfasu.edu or 936-468-1919. If you call after regular business hours or on a weekend, please leave a voicemail.
- For general computer support (not related to D2L), contact the Technical Support Center (TSC) at 936-468-HELP (4357) or at helpdesk@sfasu.edu.
- To learn more about using D2L, visit SFA ONLINE at http://sfaonline.sfasu.edu, where you'll find written instructions and video tutorials.

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