

# POLS 4210 Public Management [Term]

## Course Instructor:

[Instructor Name]

[Institution name]

[Institution address]

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E-mail address: [xxxxxxxxx@xxxxx.edu](mailto:xxxxxxxxx@xxxxx.edu)

**Office hours:**

**Xxxday, X:00 am/pm - X:00 am/pm**

During office hours you can contact me via GoVIEW e-mail or instant messages tool. You can also reach me during office hours at the phone number provided to the left.

**NOTICE:** Please use the internal course e-mail for general correspondence. I provide my external e-mail address for emergencies only. I cannot answer questions, accept assignments, or discuss grades via external e-mail so please use it for emergencies only.

**Response Time:** Unless you are notified otherwise, I will work to respond to all student questions and emails within 24 hours during the week and 48 hours during the weekend.

## Attendance Verification

**IMPORTANT-** In order to confirm your attendance and participation in this course, you must complete the Mandatory Attendance Quiz AND the Introductions discussion activity before the participation deadline. Please note that failure to complete these activities may result in you being removed from the course.

Participation dates for the term can be found in the News widget on your course homepage or at the following URL: <https://emajor.usg.edu/degrees/calendar/index.php>. BOTH of these activities are required and can be found within the Course Content's Start Here folder.

## Course Description

Various changes in the management of public organizations are identified and analyzed. Includes the role of technology, modification of the relationship between public and private spheres, and current trends in the management of change and supervision of a diverse work force.

### Prerequisites:

- POLS 1101

### Course Learning Outcomes:

This course should enable students to:

1. Identify the nature of public management and how it compares to private and nonprofit management; identify and analyze trends in the role of technology, planning, budgeting and human resource management;
2. Identify and analyze the changing nature of public management in terms of modifications in traditional organization and practices and new relationships with the private and nonprofit sectors;
3. Identify and analyze both critiques and defenses of public management and the impact of both on management practices.

## Required Text, Software, and Additional Materials

<b>Title:</b>	<i>Understanding and managing public organizations</i>
<b>Author(s):</b>	Rainey, H. G.
<b>Publisher:</b>	Jossey-Bass
<b>Edition/Year:</b>	5th Edition
<b>ISBN:</b>	978-1118583715
<b>Type (Required/Optional):</b>	Required

## Bookstore:

The eMajor textbook listing and eMajor bookstore information can be found here: <https://emajor.usg.edu/degrees/textbooks.php>. Your home institution's bookstore may or may not carry your eMajor textbook. Please consult with the bookstore for special order options. You may also visit your preferred textbook provider or other vendor, such as Amazon.com, to order your eMajor textbook(s).

## Materials and Resources:

For this course, you will be required to have the Understanding and Managing Public Organizations by Rainey, H.G. Within the course, there will be supplemental videos and Power Points. These items will be within the course and you will not be required to purchase them.

## Student Services

### Technical Assistance:

Having a correctly configured computer will help ensure your success in eMajor. Check the information at <https://emajor.usg.edu/future-students/technical-requirements.php> to be sure that your computer meets all the necessary technical requirements for hardware and software. Links to the plug-ins (special free software) that you will need are provided.

For technical assistance contact the 24/hour helpline at <https://d2lhelp.view.usg.edu/> (scroll down to the Student Support area).

In addition, please contact the eMajor Helpdesk Monday through Friday, 8:00AM – 5:00PM at 678-839-6400 or Toll Free 1-855-9EMAJOR (1-855-936-2567).

### Tutoring:

**Smarthinking** is an online tutoring resource for eMajor students available 24/7. Smarthinking provides tutoring in a variety of subjects including writing assistance, essay review, mathematics, and IT support for Microsoft Office. For login instructions, please refer to the [Smarthinking](#) page under Course Resources or access the following URL for additional Smarthinking technical support information: <https://emajor.usg.edu/current-students/student-guide/instructional-support#smarthinking-online-tutoring>.

**On-Campus Tutoring** is available to all eMajor students at their home institution. Contact the eMajor Liaison at your home institution to learn more about specific tutoring services available to you: <https://emajor.usg.edu/about/institutions/index.php>.

### Accessibility Services:

If you are a student who is disabled as defined under the Americans with Disabilities Act and requires assistance or support services, you must notify your instructor prior to attempting any activities or assessments in this course. In order to receive special accommodations, students must provide documentation from the accessibility services office at their affiliate/home institution or from the Regents Center for Learning Disorders.

Please contact the [eMajor Liaison](#) at your institution for additional information regarding the office of accessibility services on your campus, if needed. If you are unsuccessful in contacting the accessibility services office at your home campus for any reason, then you should contact the eMajor Administration at 678-839-6400 and/or send an email to [emajor@westga.edu](mailto:emajor@westga.edu) for further assistance. Please note that email communication is not secure and confidentiality cannot be assured if you elect to communicate via email.

Refer to the eMajor Student Success Guide for more information: <https://emajor.usg.edu/current-students/accessibility-services.php>.

## Course Format and Requirements

### Course Requirements (Instructional Methods):

This course will be broken down into 8 independent module. Six of these modules (Weeks 1-3, and 5-7) are Content Modules and will include readings from the textbook, and some combination of discussion posts, summary papers, and quizzes. Two of these modules (Weeks 4 and 8) are Exam Modules. During these weeks you will be expected to complete the examinations that are due during that module.

## Course Schedule:

**NOTE:** Schedule is tentative and may be subject to change.

<b>DATE</b>	<b>READING ASSIGNMENTS</b>	<b>ACTIVITIES - What's Due?</b>
<b>WEEK 1: Studying Organizations</b> <b>Monday 12:00 PM- Sunday 11:59 PM of Week 1</b>	Chapters 1-3 Understanding and Managing Public Organizations (5th Edition) (UMPO)	Quiz on Chapter 1 Quiz on Chapter 2 Quiz on Chapter 3 Discussion 1
<b>WEEK 2: Political Environment of Organizations</b> <b>Monday 12:00 PM- Sunday 11:59 PM of Week 2</b>	Chapters 4-5 (UMPO)	Quiz on Chapter 4 Quiz on Chapter 5 Discussion 2
<b>WEEK 3: Goals, Effectiveness and Purpose in Public Management</b> <b>Monday 12:00 PM- Sunday 11:59 PM of Week 3</b>	Chapters 6 and 7 (UMPO)	Quiz on Chapter 6 Quiz on Chapter 7 Choose a case for your final project Compile a list of sources
<b>WEEK 4: Midterm</b> <b>Monday 12:00 PM- Sunday 11:59 PM of Week 4</b>	No Readings	Case choice and list of sources Midterm
<b>WEEK 5: Structure, Technology, and Motivation of People in Public Management</b> <b>Monday 12:00 PM- Sunday 11:59 PM of Week 5</b>	Chapters 8 and 9 (UMPO)	Quiz on Chapter 8 Quiz on Chapter 9 Discussion 3
<b>WEEK 6: Leadership, Teamwork, and Valuing people in Public Organizations</b> <b>Monday 12:00 PM- Sunday 11:59 PM of Week 6</b>	Chapters 10-12 (UMPO)	Quiz on Chapter 10 Quiz on Chapter 11 Quiz on Chapter 12 Annotated Bibliography for final project
<b>WEEK 7: Change and Effectiveness in Managing Public Organizations</b> <b>Monday 12:00 PM- Sunday 11:59 PM of Week 7</b>	Chapters 13 and 14 (UMPO)	Quiz on Chapter 13 Quiz on Chapter 14 Discussion 4

<b>WEEK 8: Final Project and Final Exam</b>		
<b>Monday 12:00 PM-Sunday 11:59 PM of Week 8</b>	No Readings	Final Exam Final Project

## Grading and Standards

**Quizzes:** There will be 14 quizzes. Each of these quizzes will cover material from the individual chapters in the textbook. Each of these quizzes is worth 20 points.

**Discussions:** There will be 4 discussion questions that are each worth 30 points (total of 120 points). You will be asked to answer the discussion post posed by the professor and you will be asked to respond to two of your colleagues. Your original post should be at least 500 words and must be submitted by 11:59 PM Thursday, and each response post at least 250 words and both must be submitted by 11:59 PM Sunday. In your responses, you must include connections to the course learning objectives. Refer to the Rubrics section under the Assessments tab for detailed grading expectations. **Important Note:** You will not be able to read the discussion board until you have posted your original post. No late discussion posts will be accepted.

**Case Selection and Reference List:** You will be asked to select a scenario pertaining to public management. You should write a one to two paragraph explaining what this scenario is and why you are selecting it. You should also provide relevant references. This assignment is worth 50 points.

### Annotated Bibliography for Final Project:

“An annotated bibliography is a list of citations to books, articles, and documents. Each citation is followed by a brief (usually about 150 words) descriptive and evaluative paragraph, the annotation. The purpose of the annotation is to inform the reader of the relevance, accuracy, and quality of the sources cited.”

From “How to prepare an Annotated Bibliography” here: <http://guides.library.cornell.edu/annotatedbibliography>

Each student must prepare an annotated bibliography containing at least 5 sources. Three of those sources **MUST** be academic research articles or books (not Wikipedia or time magazine, etc.). Each annotation will be worth 20 points for a total of 100 points.

### Final Project:

The first page, approximately, will identify the scenario you have selected and then summarize the topic in the text. The remainder of the paper will be a research and analysis thesis about the subject related to the text case. Papers must include a summary of the article and then cover a topic related to the article, otherwise the student will receive no credit for the paper. Papers must effectively cover the topic and they will be graded on content, material, research and analysis related to issues dealing with public management. They must be free of spelling and grammatical errors and employ proper research form, including references. Papers must be the original researched work of the student exclusively for this class, and must be submitted by the date outlined in the syllabus or they will receive no credit.

The paper is to be a formal research paper: thesis driven, with citations and a bibliography. *I have extremely high expectations on the quality of the paper and each of you should understand that grammatical and spelling errors, as well as poor organization, incorrect information, insufficient or poor sources, and unsupported theses will result in a reduced grade.* All papers should be carefully edited.

**Midterm:** During Module 4, the student will be required to take a midterm exam. The Midterm exam is worth 100 points. The student will be allowed to use their textbook for the exam. The exam will be open for two hours.

**Final Exam:** During Module 8, the student will be required to take a final exam. The Final exam is worth 200 points. The student will be allowed to use their textbook for the exam. The exam will be open for two hours.

## Grade Breakdown:

GRADED ACTIVITY	WEIGHT	BRIEF DESCRIPTION
<b>14 Chapter Quizzes</b>	20 points each; 28% of the total grade	You will be required to take a quiz on each chapter of the Rainey Text
<b>Four Discussions</b>	30 points each;	In four of the modules, you will be required to post an original

	12% of the total grade	discussion and also have two response posts to colleagues.
<b>Midterm</b>	100 points; 10% of the total grade	Module 4 contains a midterm exam that will cover the material from the first half of the course. This exam will be open book and the student will be allowed 2 hours to complete the exam.
<b>Final Project</b>	300 points; 30% of the total grade.	You will be required to submit a final project in week 8. The final project breaks down as follows: 50 points for submitting case choice and reference list, 100 points for the annotated bibliography, and 150 points for the final project itself.
<b>Final Exam</b>	200 points; 20% of the total grade	The final exam will cover material from the entire course. This exam will be open book and the student will be allowed 2 hours to complete the exam.

## Grade Scale:

Grades are based on student performance and capability. Simply turning in all the assignments does not guarantee that the student will receive a "good grade." To receive a higher grade, a student must demonstrate proficiency in the material. For different students, gaining that proficiency requires different levels of work, because not all students walk into the class with the same aptitude for the course content. The standards for the respective grades are as follows:

- A: 90-100%
- B: 80-89%
- C: 70-79%
- D: 60-69%
- F: 0-59%

**The Grade of "I" (Incomplete):** The grade of "I" is given only to students whose completed coursework has been qualitatively satisfactory but who have been unable to complete all course requirements because of illness or other extenuating circumstances beyond their control. The instructor retains the right to make the final decision on granting a student's request for an "I".

## Expectations and Standards:

**A** – To achieve this grade the student must display superior performance in his/her course work. This includes demonstrating the ability to process and comprehend complex ideas, and to be able to convey those ideas to others in a clear, intelligent manner. An "A" student will go beyond simple requirements and seek to excel in his/her preparation for and presentation of assigned work. He/she will demonstrate excellence in communication skills and the ability to contextualize material.

**B** – To achieve this grade the student needs to display above average performance in his/her course work, including demonstrating the ability to process and comprehend complex ideas, while being able to convey those ideas in a clear, intelligent manner. A "B" student will also go beyond minimum requirements in terms of preparation and presentation of assigned work. He/she will demonstrate above average communication skills and ability to contextualize material.

**C** – For this grade the student must meet the minimum requirements for the course, displaying adequate performance in his/her course work, and adequately demonstrate the ability to comprehend complex ideas, while also being able to convey those ideas in a like manner. A "C" student demonstrates competence in terms of preparation and presentation of assigned work. He/she will demonstrate adequate communication skills and ability to contextualize materials.

**D** – A student receiving this grade is performing below the minimum requirements for the course. This could include failure to complete or turn in assignments on a timely basis, or failure to adequately demonstrate the ability to comprehend or convey complex ideas. A "D" student performs below the average in terms of preparation and presentation of assigned work. He/she may not be demonstrating adequate communication skills or ability to contextualize materials.

**F** – A student receiving this grade has failed to meet the requirements of the course, including failure to complete or turn in assignments, or failure to demonstrate ability to comprehend or convey complex ideas. An "F" student has not performed in a manner satisfactory to the standards of the class.

## Grade Turnaround:

All assignments and assessments will be graded within one week's time. Your instructor will provide comments along with grades as necessary for feedback.

## Attendance and Late Policy

"Attendance" and participation are required. You will be expected to participate in ongoing discussions of the lesson topics and to interact with other students and your instructor regularly. If for any reason you are unable to participate by the due dates listed in the course Calendar it is your responsibility to inform your instructor. Be sure to read and observe the procedures below.

In the online environment, problems associated with power outages, networks being down, and ISP troubles inevitably result in legitimate reasons for delays, however, you should still be prepared to deliver your work by the stated deadlines. If you have a problem, let your instructor know as soon as possible. Your instructor will determine if the seriousness of your problem warrants turning in an assignment late without penalty.

## Time Commitment:

Taking an online course is not easier or faster. On the contrary, it will take as much time as taking a face-to-face class or more. If you normally go to class 3 hours per week per course, you will need to devote that same amount of time to your online course. In addition to online time, you should spend time studying and working with course materials several hours per week offline. It will be helpful to set aside regular study time when you can work uninterrupted. Offline time could be spent in composing messages to post online, reading, studying, and working homework problems.

The amount of time it will take you to complete the work for this course will depend on many factors, which will vary with each individual. As a general rule, in this course you will be expected to:

- Log in regularly to check messages from your instructor and other students.
- Check the Calendar for announcements from your instructor.
- Study, read online materials, and work all assigned problems for each lesson.
- Contribute to discussions and group projects in thoughtful and substantive ways.
- Complete all course work and assignments in the time allowed.

## Late Policy:

No late assignments will be accepted without prior approval from the instructor.

## Academic Misconduct

*Acknowledgement is hereby given to Georgia State University on whose policy this is based.*

As members of the academic community, all students are expected to recognize and uphold standards of intellectual and academic integrity. The University System of Georgia assumes as a basic and minimum standard of conduct in academic matters that students be honest and that they submit for credit only the products of their own efforts. Both the ideals of scholarship and the need for fairness require that all dishonest work be rejected as a basis for academic credit. They also require that students refrain from any and all forms of dishonorable or unethical conduct related to their academic work.

In an effort to foster an environment of academic integrity and to prevent academic dishonesty, students are expected to discuss with faculty the expectations regarding course assignments and standards of conduct. In addition, students are encouraged to discuss freely with faculty, academic advisers, and other members of the academic community any questions pertaining to the provisions of this policy.

Consult your **eMajor Student Success Guide** at <https://emajor.usg.edu/current-students/student-guide/> for further details on the **eMajor Academic Honesty Policy**.

## Definitions and Examples

The examples and definitions given below are intended to clarify the standards by which academic honesty and academically honorable conduct are to be judged.

- Plagiarism
- Cheating on examinations
- Unauthorized Collaboration
- Falsification
- Multiple Submissions
- Evidence and Burden of Proof

The list is merely illustrative of the kinds of infractions that may occur, and it is not intended to be exhaustive. Moreover, the definitions and examples suggest conditions under which unacceptable behavior of the indicated types normally occurs. However, there may be unusual cases that fall outside these conditions that also will be judged unacceptable by the academic community.

## Plagiarism

**NOTE: Plagiarism detection systems are often used by eMajor faculty members. For example, see the following site: [http://turnitin.com/en\\_us/training/student-training](http://turnitin.com/en_us/training/student-training). Faculty are also advised to report violations to the eMajor Administrative offices for investigation.**

Plagiarism is presenting another person's work as one's own. Plagiarism includes any paraphrasing or summarizing of the works of another person without acknowledgment, including the submitting of another student's work as one's own. Plagiarism frequently involves a failure to acknowledge in the text, notes, or footnotes the quotation of the paragraphs, sentences, or even a few phrases written or spoken by someone else.

The submission of research or completed papers or projects by someone else is plagiarism, as is the unacknowledged use of research sources gathered by someone else when that use is specifically forbidden by the instructor. Failure to indicate the extent and nature of one's reliance on other sources is also a form of plagiarism.

Finally, there may be forms of plagiarism that are unique to an individual discipline or course, examples of which should be provided in advance by the instructor. The student is responsible for understanding the legitimate use of sources, the appropriate ways of acknowledging academic, scholarly, or creative indebtedness, and the consequences of violating this responsibility.

## Cheating on Examinations

Cheating on examinations involves giving or receiving unauthorized help before, during, or after an examination. Examples of unauthorized help include the use of notes, texts, "crib sheets," websites, electronic documents or notes, and computer programs during an examination (unless specifically approved by the instructor), or sharing information with another student during an examination (unless specifically approved by the instructor). Other examples include intentionally allowing another student to view one's own examination and forbidden collaboration before or after an examination.

## Unauthorized Collaboration

Submission for academic credit of a work product, developed in substantial collaboration with other person or source but represented as one's own effort, is unauthorized. Seeking and providing such assistance is a violation of academic honesty. However collaborative work specifically authorized by an instructor is allowed.

## Falsification

It is a violation of academic honesty to misrepresent material or fabricate information in an academic exercise, assignment or proceeding. Some examples of falsification are:

- false or misleading citation of sources
- the falsification of the results of experiments or of computer data
- false or misleading information in an academic context in order to gain an unfair advantage.

## Multiple Submissions

It is a violation of academic honesty to submit substantial portions of the same work for credit more than once without the explicit consent of the instructor(s) to whom the material is submitted for additional credit. In cases in which there is a natural development of research or knowledge in a sequence of courses, use of prior work may be desirable, or required. However, the student is responsible for indicating in writing, that the current work submitted for credit is cumulative in nature.



## **Evidence and Burden of Proof**

In determining whether or not academic dishonesty has occurred, guilt must be proven by a preponderance of the evidence. This means that if the evidence that academic dishonesty occurred produces a stronger impression and is more convincing compared to opposing evidence, then academic dishonesty has been proven. In other words, the evidence does not have to be enough to free the mind from a reasonable doubt but must be sufficient to incline a reasonable and impartial mind to one side of the issue rather than to the other. Evidence as used in this statement can be any observation, admission, statement, or document that would either directly or circumstantially indicate that academic dishonesty has occurred. Electronic means may be used to monitor student work for the inappropriate use of the work of others.

## **Discover an Error?**

If you discover a typo, broken image, or other error in your eMajor course, use the [eMajor Student Change Request Form](#) to report the required change. Once the form is submitted, an eMajor staff member will contact you within 48 hours.

Please note that this form is NOT for grade related or instructor related complaints. To report this type of information, please access the [Student Complaint Policy](#) page on the eMajor website.