Fall 2021 Course Syllabus: PADM 5325 – Public Organizations and Management

This is the course syllabus and it contains important information. Be sure to read the entire syllabus and contact me if you have difficulty understanding what is required for the successful completion of this course. This syllabus, and the accompanying course calendar, contains specific due dates for assignments. These documents should be read in their entirety and maintained for reference.

Instructor
Dr. George R. Franks, Jr., Ph.D.
Associate Professor of Government
Office: Liberal Arts North, Room 109 Office
Phone: 936.468.1188
AT&T Cellular: 936.554.8626 (See Virtual Hours)
E-mail: franksgr@sfasu.edu

Classroom Meeting Schedule and Location
This course is completely online.

Campus Office Hours
I will be available in my on-campus office Wednesdays from 10:00 a.m. – 3:00 p.m.

Virtual Office Hours
Available by SFA E-mail, or ATT Cellular (Text before you call for confirmation of availability), or ZOOM (through prearrangement) Do Not send me email through D2L
Mondays: 9:00 a.m. – 11:30 a.m.
Tuesdays: 9:30 a.m. – 11:30 a.m. & 1:00 p.m. – 4:30 p.m.
I am also available by appointment Monday, Tuesday and Sunday evenings.

Best Contact and Guidelines
The best way to contact me is by SFA regular email at the address above or by text. Please note, there are no emergencies in academia that require calling or texting at unreasonable hours. You should not text or call during weekends, or any day before 8:00 a.m. or after 5:00 p.m. – nothing we do in academia requires urgency. Do Not send me email through D2L.

Course Protection and Intellectual Property
My personal work contained in this syllabus, the course calendar, and all handouts and assignments created by me are my intellectual property and are protected by law. You do not have authorization to duplicate any part of the work without my written permission.

Course Description
Development of effective and practical managerial skills. Topics include: the evolution of management thought and managerial styles, organizational structures, decision making, communication, leadership, motivation, and understanding organizational duress.

Course Calendar
A complete course calendar is a part of this syllabus, you are expected complete online assignments as detailed in this document and the courseroom modules.

Justification of Credit Hours and Course Work Expectations
You are expected to spend an equivalent amount of time actually working in D2L as would normally be spent in the classroom. In addition, you are expected to spend time each week reading the required course materials, including the textbook and handouts provided in class or online in the courseroom. You should plan on spending a minimum of six hours preparatory time in addition to at least three hours online participation each week.
Course Related E-mail Guidelines
All e-mails to me concerning class issues should include your name and course number reference (PADM 5325). All e-mails made to you concerning class issues will be directed to your SFASU e-mail address. You are individually responsible for checking your assigned SFASU e-mail in-box for messages.

Likewise, your e-mails should be made to me through the SFASU e-mail system – Do Not send me email through D2L. Any attachments to e-mails must be in a Word Document format, unless directions specifically state otherwise.

You are responsible for reading all announcements, course documents and e-mails relating to this course.

Text required for Course
You are required to have access to and read three books for this course. These books are available through a wide variety of sources, including web vendors:


Program Learning Outcomes Addressed in this Course
This course meets the following MPA Program objectives:

*At the advanced proficiency level*
- Demonstration of leadership knowledge, skills, and abilities. These skills are based on expertise on subject matter and interpersonal relations.

*At the mastery proficiency level*
- Development of ethical competencies that uphold the public trust.

Course Objectives
Upon completion of this course, it is expected that you will be able to:

- Describe the evolution of management thought
- Define and characterize various common managerial styles
- Describe various organizational structures
- Discuss theories of organizational change
- Discuss the essential elements of decision making; organizational communication; organizational leadership; motivation; and organizational duress.

Special Accommodations and 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/](http://www.sfasu.edu/disabilityservices/).

Student Responsibility
You retain the responsibility to follow the guidelines of the course syllabus; comply with university regulations; read all assigned material and postings specific to this course; comply with due dates,
submission guidelines, and my directions.

Do not abuse the privilege of having access to my cellphone number – please refer to Best Contact and Guidelines on page 1 of this syllabus.

You are an adult and retain the responsibility of regulating your behavior in a manner that will be conducive to learning and attaining a passing grade for the course. You are expected to comply with the following general rules of civility:

You are expected to participate in courseroom regularly and complete all activities in a timely manner, demonstrating clear evidence of your effort. As an example of “timely manner”, primary discussions should be posted at least three days before the end of the module to allow others to respond.

During Zoom sessions, you are to have your camera activated and engage in active listening and appropriate discussion. Failure to do so will result in a loss of points for attendance.

You are to actively participate in courseroom discussions, and while you are free to express your personal views, you must also respect the views of others. I maintain the right to censor any discussion that is becoming disruptive to the learning process. I believe in freedom of individual opinion and speech, but there is no right affirmed allowing the harm of others physically or emotionally.

You retain the responsibility to make notification of special needs and/or circumstances to the University, Department Chair, and to me.

Because you are an adult, it is inappropriate to have your parents calling on your behalf requesting special consideration, complaining about workload, or about course content.

The course syllabus is not a menu and you do not have the option of choosing what items to complete and tasks to perform. Failure to submit all of the required material in this course will result in your failure of the course.

You are participating in a course designed to prepare you for a career as a public servant. The U.S. Supreme Court has repeatedly upheld higher standards for those involved in public service, particularly those professions related to criminal justice. You are expected to read carefully and to fully comply with the academic honesty policy contained in this syllabus.

Be sure to read the policy contained in the missed examinations section, and please do not ask me to deviate from the policy. Again, you are an adult and should be responsible in your approach to this course – this should reflect how you will behave in your career workplace.

Violations of the rules of Student Responsibility may result in a student conduct complaint being filed with the SFA Office of Student Rights and Responsibilities.

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. Please note that my personal policy is that I will exercise my discretion and not allow grades of WH for this course.

IP – Dr. George R. Franks, Jr., 2021 (SACS Compliant)
Assessment Methods
There are a total of 100 quality points (QP) available in this class. The course breakdown of the final grade is made in the following manner:

Discussions Postings = 35 QP
Bolman and Deal Frame Memorandums (4) = 40
QP Final Examination = 25 QP

The course grade will be based as follows: 90 QP and above = A
80 QP to 89 QP = B
70 QP to 79 QP = C
60 QP to 69 QP = D
Below 60 QP = F

Final grades within .5 QP or more of the next higher letter grade will be awarded the higher letter, as an example: 89.5 QP will receive an “A”, while 89.4 QP will receive a “B”.

This course does not offer a menu selection – you are expected to perform all of the work assigned. Failure to submit work will result in a grade determination of “F”, regardless of the assigned quality points.

Examination
There is only a final comprehensive examination in this course. The examination will be posted according to the Course Module Schedule, be sure to observe the closing date and time of the examination. The Final Examination will be online from 8:00 a.m., Monday, December 6th until 5:00 p.m., Thursday, December 9th.

Warning: Do not wait until the last moment to enter the exam, the closing time is firm, and the exam will end at the time posted. If you have a scheduling conflict, notify me before the examination.

Missed Final Examination
The Final Examination is posted for an extended period, there is no provision for making up a missed examination. Failure to complete the examination within the allotted time will result in a grade of “0” being assigned – No Exceptions.

Module Work Due Dates
All work required in the module must be completed by 11:30 p.m. of the assigned due date. Special Note: Module work may be accessible through pathways other than the module itself, however work done outside the parameters of the module opening and closing dates will not receive credit!

Module Discussions
Note that the module discussions are detailed in the included Course Module Schedule, the last page of this document. The schedule includes details of the prescribed reading assignments and includes a date your primary posting to the each of the module discussions is due, and a date when your secondary responses are due.

Your primary response is expected to be a direct and substantial position statement, with collateral references, to the discussion prompt. You must make one primary response to each discussion prompt posted in each of the modules. You must include at least one academically acceptable
reference for each primary posting.

You are required to make two secondary responses for each of the module discussion prompts. Secondary responses are made one each to two of your peer’s primary responses. In other words, you are to read primary responses to a prompt, and choose two people to respond to their posting. These are expected to be direct and substantial responses, not just “Good job, I agree!” ones. In fact, it is preferred that you engage in some discussion with responses you agree with, and some you disagree with. You must include at least one academically acceptable reference for each statement of fact in your primary posting.

Formal Writing Assignments
You are to use the professional memorandum style posted in the courseroom as a Model Memorandum. Margins are to be 1” for the side, top and bottom. The font is to be Arial or New Times Roman, and type size is to be 12-point throughout the paper. The memorandums are to be done in double line-spaced format. The memorandum will not have a cover sheet but should have a reference sheet developed in compliance with the APA Publication Manual, 7th Edition, referenced should have corresponding citations within the text in compliance with APA guidelines. Each memorandum should have a minimum of three references, which would be the textbooks of the course and at least one current (within five years of publication) peer-reviewed published journal article. You are strongly encouraged to use the free version of Grammarly – it will help!

Each memorandum is to be a minimum of six pages of text, and no more than ten, excluding a reference page. Any submission below the minimum will be rejected, and a grade of “0” assigned. Any above the maximum the maximum will receive a 20% reduction in grade for each extra page of length.

The assignment will be due on the date specified in the course guide. Late submissions are automatically reduced by a factor of 25%, after two day this moves to 50%, after four days a grade of “0” will be assigned. Failure to submit a written assignment will result in a loss of the entire QP allowed and a failure of the course. In other words, you must submit the assignment, even is no credit will be allowed.

The grading schematic for all assignments is the same:

Following the Proper Format = 5 pts.
Writing Mechanics, Grammar & Spelling = 15 pts.
Treatment of Component(s) = 40 pts.
Evidence of Connectivity and Reflection = 25 pts.
Adherence to APA Publication Manual for Citations and References = 15 pts.

You will submit your work to the D2L course site in a Word Document format (.wps is not a Word Document format). The file will be submitted through the portal designated for each assignment within Dropbox.

Frame Memorandums
You will prepare a professional memorandum, one each for the four frames presented in Bolman and Deal. The addressee is me; you are the person writing the memorandum; the reference is to the frame being written about; the date is that which the paper is due.

Each frame memorandum is to be divided into four parts: In the first, you will provide a brief overview of the organization being viewed (section heading: Organization Overview); in the second, you will give
a brief overview of the frame in which you are viewing the organization (section heading: Frame Overview); in the third, you will give a description of the organization in the context of the assigned frame (section heading: Organization in Frame Context); and the fourth part will be a self-reflection about how the organizational framing process changed your views about the organization, your abilities, or other issues (section heading: Self-Reflection in Frame Context). One memorandum, four main topic headings!

The frames you will use are: Structural; Human Resource; Political; and Symbolic. Of course, for this to work, you will write about the same organization in each of the four papers (Time and Effort Hint: the first part of the memorandum will be a constant). This requires that you have a fair degree of familiarity with the organization you are going to write about. This process also requires complete honesty about the organization, and the people in it, even when sharing is not pleasant.

In order to adequately present the image, I expect at least six pages per memorandum, but no more than ten pages, excluding a reference page. If you feel you do not have a sufficient depth of understanding about an organization, contact me early on. You are expected to incorporate your readings from Morgan as appropriate, as well as other academically acceptable sources. This means both textbooks will be references!

The submission deadline for frame memorandums is the assigned end of module date.

Participation
You are expected to actively participate in the courseroom and keep current with your work. The majority of your preparation time should be in reading and reflecting on the assigned readings. All courses have an element of “you get out of it what you put into it” – this course is especially so, particularly with Morgan.

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.

Policy on Cheating - A strong word of caution!
Do not plagiarize the work of another person in any of the assignments in this course. Changing a few words here and there; copying large sections of another’s work and citing the author as a source; and rearranging the paragraph and/or sentence structure, are all examples of plagiarism. In addition, “borrowing” another student’s work, with or without their knowledge and/or consent is plagiarism. Students have a responsibility to safeguard their work to prevent others from plagiarizing their material. A student willingly providing an opportunity to another will be treated in the same manner as that of the plagiarist. If plagiarism is detected and confirmed, you will receive an “F” for this course and you will be subject to all other available forms of action.

The following policy statement is offered for your consideration: In this course, as in all courses, you will have ample opportunities to find ways to avoid doing the work yourself and relying on the efforts of
others. This becomes the ultimate test for you – are you here to learn, or just to obtain a grade? Are you here to prepare to contribute positively to the profession of criminal justice, or to be yet another detractor of the respect earned by hard working professional men and women. Where evidence of academic dishonesty, as defined in the Academic Integrity Section, Reference A-9.1, of the SFASU Policy and Procedures Manual, is evidenced, appropriate action will be taken in accordance with the policy. The following is reprinted directly from the SFASU Policy and Procedures Manual, A-9.1:

**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](http://www.sfasu.edu/policies/academic_integrity.asp)
### Module Schedule

<table>
<thead>
<tr>
<th>Module</th>
<th>Module Available</th>
<th>Module Due Date</th>
<th>Bolman &amp; Deal</th>
<th>Morgan</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>AUG 23</td>
<td>AUG 29</td>
<td></td>
<td></td>
<td>Course Introduction and Overview &amp; Initial Postings</td>
</tr>
<tr>
<td>2</td>
<td>Aug 30</td>
<td>SEP 05</td>
<td>Part One</td>
<td></td>
<td>Chapters 1 &amp; 2</td>
</tr>
<tr>
<td>3</td>
<td>SEP 06</td>
<td>SEP 19</td>
<td>Part Two</td>
<td></td>
<td>Chapter 3</td>
</tr>
<tr>
<td>4</td>
<td>SEP 20</td>
<td>OCT 03</td>
<td>Part Three</td>
<td></td>
<td>Structural Frame Memorandum Due</td>
</tr>
<tr>
<td>5</td>
<td>OCT 04</td>
<td>OCT 17</td>
<td>Part Four</td>
<td></td>
<td>Human Resource Frame Memorandum Due</td>
</tr>
<tr>
<td>6</td>
<td>OCT 18</td>
<td>OCT 31</td>
<td>Part Five</td>
<td></td>
<td>Political Frame Memorandum Due</td>
</tr>
<tr>
<td>7</td>
<td>NOV 01</td>
<td>NOV 14</td>
<td>Part Six</td>
<td>Chapters 7 &amp; 9</td>
<td>Symbolic Frame Memorandum Due</td>
</tr>
<tr>
<td>8*</td>
<td>NOV 15</td>
<td>DEC 05</td>
<td>Part Six</td>
<td>Chapter 10, 11 &amp; 12</td>
<td>Internal Course Review &amp; Reflections</td>
</tr>
</tbody>
</table>

* Includes Fall Break – November 22 – November 28.

The Final Examination will be online from 8:00 a.m., Monday, December 6th until 5:00 p.m., Thursday, December 9th.

IP – Dr. George R. Franks, Jr., 2021 (SACS Compliant)