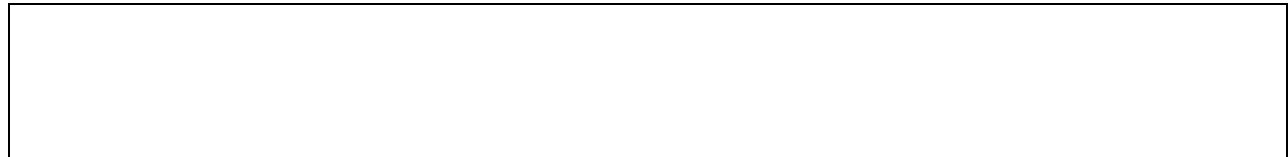


**SYLLABUS**  
**PUA 708**  
**Organization and Organizational Behavior**  
**Fall 2016 (3 Credit Hours)**



This course provides a broad introduction to the structure and function of organizations and the behavior of people in them, focusing on public and nonprofit organizations. The primary purpose of the course is to equip students with an understanding of organizational concepts and practical techniques for managing effectively in challenging environments.

The intent of the course is to ensure that the knowledge you gain can be translated into practical management situations. It is also intended to help you improve your ability to reason critically and analytically about these issues, identifying and evaluating basic assumptions, underlying values, logic, empirical evidence and generalizability.

Topics include, but are not limited to, organization theory and design, managing human capital, group development and performance, inter- and intra-group communication, information management, and ethical decision making. These topics are presented within the framework of how to organize people to enhance the delivery of public services.

**Learning Objectives**

On completion of this course, students should be able to:

- Examine the factors affecting human behavior in public and nonprofit sectors
- Analyze management problems from the individual's perspective
- Explore contemporary management
- Understand core behavioral principles for leading and managing effectively
- Foster competency in critical skills in leading and managing in public and nonprofit sectors
- Provide exercises to enable you to learn cognitively and experientially Describe basic and relevant organizational theories and behaviors in the public and non-profit sector
- Develop a conception of what it means to organize, lead, and manage well.
- Consider the application of these topics in the public and nonprofit sectors, and learn the state of knowledge on the implications of location in those sectors.
- Demonstrate personal ability and skills to work collaboratively

## **Course management**

As a part of core course of MPA program, this course will be delivered as a hybrid course. (To learn more about UNLV hybrid course visit <https://online.unlv.edu/content/faculty/hybrid-instruction>). In each week, there will be 30-45 minutes in-class meeting and online learning. In-class meetings will deliver the lecture of instructor's insight about the topic followed by discussion. The materials of the in-class meeting, such as PowerPoint Slide and activity sheets, will be provided through WebCampus by Friday of each week. It is strongly recommended to attend the in-class meetings even though it is not mandatory. The online class will guide students to study more in-depth about the topics through readings and other learning materials. Also student will discuss more about the topic through online discussion.

## **Course Materials**

### **Required Books**

Denhardt, R.B., Denhardt, D.V., & Aristigueta, M. P. (2013). *Managing human behavior in public and nonprofit organizations* (3rd ed.). Thousand Oaks, CA: Sage Publications. ISBN: 9781412991650

### **Suggested additional Books**

Riccucci, N. (2012). *Public personnel management: current concerns, future challenges* (5th ed.). New York: Longman

Denhardt, R.B., & Catlaw, T.J (2015). *Theories of Public Organization. Cengage Learning*(7<sup>th</sup> Edition). ISBN: 9781285436333

Pynes, J. (2009). *Human resources management for public and nonprofit organizations: a strategic approach* (3rd ed.). San Francisco, CA: Jossey-Bass.

### **Suggested Additional readings**

In addition to the textbook, students are required to read supplemental readings from prominent public administration and management journals and other reading materials directed by the instructor. Additional reading materials will be either provided through Webcampus or reserved in the library one week prior to the class.

## **COURSE REQUIREMENTS / ASSIGNMENTS**

### **Assignment Overview**

Assignments	Points for Grade	
	%	Pts
1. Individual Article Abstracts (4 articles abstracts)	20	200
2. Online discussion participation	15	150
3. Chapter Quiz	15	150
4. Case Studies (2 case studies)	20	200
5. Individual Paper	20	200
6. Attendance, participation, ethic and compliance	10	100
Total	100	1000

### **1. Research Article Abstracts**

Each student should select four (4) articles and write a summary of each article, personal reflection and answer the questions accompanied. The articles can be found from the companion website of the text book. In the textbook companion website, there are journal articles suggested by the author in each chapter under “SAGE Journal Articles” section. During the semester, visit Journal Article section of each chapter and select 4 articles of your interest. The report of the article abstracts should include:

- 2 page single space (No cover page)
- Bibliographic information of the article
- Summary of article
- Personal reflection
- Your answers of the questions accompanied by the article (“Questions that apply to article”)

### **2. Online Discussion Participation**

The online discussion is meant to be a forum for interesting discussion and dialogue about the issues and concepts in each week’s material. In online discussion, I would like to be as specific as possible about expectations of your participation. Please plan to respond to the discussion question(s) posted each online discussion topic. The purpose of these questions is to start a dialogue about the topics or issues in the reading or the case study. You are also expected to respond with at least **two** follow-ups to the response of **two** other students. Thus, the minimum posting requirement for each online discussion topic is **five posts (One post from you, 4 follow-ups)**. Please keep in mind that the dialogue is there to promote learning; we do not want a collection of static posts without any connection to each other. Through the semester there will be 5-8 topics will be posted for online discussion.

The deadline for all posts to the threaded discussion is midnight (MST) on Sunday night of the week of the online discussion. Your participation will be graded based on the quality and timeliness of your posts. The online discussion threads will cover the text book and relevant articles, additional book chapters and other readings, lecture material and case studies.

### 3. Chapter Quiz

Complete and obtain 90% or above on the chapter quiz of each chapter from the textbook companion website(<https://study.sagepub.com/denhardt4e>).

Instruction for chapter quiz.

- In the textbook companion website, there are chapter quizzes of each chapter. You can access to the chapter quizzes through the student resources of the text book companion website(<https://study.sagepub.com/denhardt4e>).
- You can see the quiz by clicking each chapter of the left side chapter menu.
- **Take the quiz and send the result to your own email. DO NOT SEND THE RESULT TO INSTRUCTOR.**
- Save or print the test results and **upload to the assignment drop box.**
- You need to get the score of 90% or above. The quiz result with under 90% result won't be counted toward your grade.

### 4. Individual Case study

In addition to the participation of online discussion, students are required to submit two case briefs throughout the semester. In 3-4 pages (single spaced), students will analyze the case, including its decision makers and other stakeholders, organizational environment, key issues, and possible decisions and action strategies. At a minimum, case study should address:

- the problem(s) or issue(s) at the core of the case;
- an evaluation of actions taken in the case to address the problem(s) or issue(s);
- an application of the theories, models and other material covered in the course— please consider how the material may illuminate the case dilemma and possible decisions/action strategies; and
- recommendation(s) for next steps (as applicable).

It is strongly recommended to limit the summary description of the case to a paragraph or two, and focus attention to the analysis, assessment and/or recommendations.

### 5. Observation of Organizational Behavior and Analysis

The purpose of this assignment is to give you the opportunity to reflect upon an organization in which you have worked (or volunteered) and draw conclusions relevant to the study of organizations and organizational behavior. The topic and details of observation and analysis components will be provided by 4<sup>th</sup> week of the semester.

The final project paper should include the followings;

- General (type of work, position, organizational sector [public, private, nonprofit], length of service, overall impressions)
- Organizational type (rational, natural, or open system). Include justification for this classification, such as management structure, style, and processes.
- Culture (formal and informal groups, physical layout, communication patterns, basic assumptions of the organization by employees, etc.).
- Effects of above factors on employees' motivation and productivity.
- Suggestions for improving the organization through changes in the structure, management style, etc. and explain how these changes might improve employees'

**School of Environmental and Public Affairs**  
**Greenspun College of Urban Affairs**

---

- attitudes, motivation, productivity, and other characteristics.
- Other observations
  - List of references (At least 5 references excluding the course textbook and required reading materials of this course)
  - Suggested length of the final report : 5-8 pages double spaced ( about 2000 words. excluding cover page and reference page)

**General Instruction for Course Requirements**

- All assignments should be submitted to me via the appropriate Webcampus assignment submission place, with the following file name and format(*please read the instruction of each assignments carefully*). Use Word, Excel, PowerPoint, TXT file or pdf format only. The assignments that are submitted in other file extensions will not be graded.

File format: Last name _ Assignment title _ ClassWeek.doc (example): Kim_ShortActivity1_Week2.doc
--

- You are required to partake in discussions throughout the semester. This is a time and place to share information and your informed perspective on the situation at hand. All the writing should be use standard English grammar and spelling.
- Late Work – Assignments are to be completed on time. Please consider your classmates who are using their time for coursework when you ask for an extension. Your classmates can understand needing extra time due to illness, an accident, funeral leave, etc., however asking for an extension because of faulty time management is disrespectful of those same classmates. Exceptions may be made for documented illnesses, deployments or other serious situations. Please don't hesitate to communicate with me. Be respectful of your classmates when you ask for an exception. *If you miss an assignment without obtaining prior permission or without providing evidence of a medical, work, family emergency or WebCampus Technical problem without the evidence of submission of "Help Request" through WebCampus Help Desk , points for the assignment will be lost (10% deduction per a week)*. If you are having difficulty or problems, please communicate with me in advance of the missed deadlines.
- If you have any technical problem or issues, you need to contact WebCampus Help Desk immediately. Incompletion of any course requirements due to technical problem will not be accepted without evidence (IT help desk help request tickets) including exams.
- If you violate academic integrity including violation of copyright, you will automatically receive a grade of F for the course.
- *Plagiarism: Plagiarism is the unacknowledged use of someone else's ideas or words; it not only constitutes cheating but is against the law. Copyright law requires that authorship be acknowledged in all cases. Three different acts are considered plagiarism:*

**School of Environmental and Public Affairs**  
**Greenspun College of Urban Affairs**

---

*(1) failing to cite quotations and borrowed ideas, (2) failing to enclose borrowed language in quotation mark, and (3) failing to put summaries and paraphrases in your own words. In addition, for all the class assignment, plagiarism will lead to automatic failure of the course. Although technically it does not constitute plagiarism, turning in a paper written in one course to meet an assignment in another course is also considered a form of cheating. Consult with the instructor for permission to do this. If you have any questions regarding plagiarism, please consult with UNLV Writing Center. More information can be found in <http://writingcenter.unlv.edu/writing/plagiarism.html>*

- *Participation in all class discussions and activities is expected from each student. Participation elements include:
  - *Being prepared by having read*
  - *Proactive and creative contributions to class sessions and group work, and;*
  - *Exhibiting attitudes that are positive and enthusiastic towards the learning process**
  
- *If you violate academic integrity including violation of copyright, you will automatically receive a grade of F for the course.*

**School of Environmental and Public Affairs**  
**Greenspun College of Urban Affairs**

---

## Grading Policy

The final grade for this course is based on a total of **1000** points that are achieved by attending the classes and completing the course assignments. The course final grade point distribution is listed below:

Grade	Total Points	
<b>A</b>	934-1000	Outstanding Scholarship
<b>A-</b>	900-933	
<b>B+</b>	867-899	Superior Achievement
<b>B</b>	834-866	
<b>B-</b>	800-833	
<b>C+</b>	767-799	
<b>C</b>	700-766	Satisfactory Achievement
<b>C-</b>	667-699	
<b>D+</b>	634-666	
<b>D</b>	600-633	
<b>F</b>	Below 600	

## **UNLV Policies**

**Academic Misconduct**—Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's function as an educational institution. An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the Student Academic Misconduct Policy (approved December 9, 2005) located at: <https://www.unlv.edu/studentconduct/student-conduct>.

**Copyright**—The University requires all members of the University Community to familiarize themselves with and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you nor assume any responsibility for employee or student violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at: <http://www.unlv.edu/provost/copyright>.

**Disability Resource Center (DRC)**—The UNLV Disability Resource Center (SSC-A 143, <http://drc.unlv.edu/>, 702-895-0866) provides resources for students with disabilities. If you feel that you have a disability, please make an appointment with a Disabilities Specialist at the DRC to discuss what options may be available to you. If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

**Religious Holidays Policy**—Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor within the first 14 calendar days of the course for fall and spring courses (excepting modular courses), or within the first 7 calendar days of the course for summer and modular courses, of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit: <http://catalog.unlv.edu/content.php?catoid=6&navoid=531>.

**Incomplete Grades**—The grade of I—Incomplete—can be granted when a student has satisfactorily completed three-fourths of course work for that semester/session but for reason(s) beyond the student's control, and acceptable to the instructor, cannot complete the last part of the course, and the instructor believes that the student can finish the course without repeating it. The incomplete work must be made up before the end of the following regular semester for undergraduate courses. Graduate students receiving "I" grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the time indicated, a grade of F will be recorded and the GPA will be adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the I grade.



**School of Environmental and Public Affairs**  
**Greenspun College of Urban Affairs**

---

**Library**— Students may consult with a librarian on research needs. For this class, the subject librarian is [https://www.library.unlv.edu/contact/librarians\\_by\\_subject](https://www.library.unlv.edu/contact/librarians_by_subject). UNLV Libraries provides resources to support students' access to information. Discovery, access, and use of information are vital skills for academic work and for successful post-college life. Access library resources and ask questions at <https://www.library.unlv.edu/>.

**Tutoring and Coaching**—The Academic Success Center (ASC) provides tutoring, academic success coaching and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, visit <http://www.unlv.edu/asc> or call 702-895-3177. The ASC building is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of the SSC (ASC Coaching Spot). Drop-in tutoring is located on the second floor of the Lied Library and College of Engineering TEB second floor.

**UNLV Writing Center**—One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 702-895-3908. The student's Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: <http://writingcenter.unlv.edu/>.

**Rebelmail**—By policy, faculty and staff should e-mail students' Rebelmail accounts only. Rebelmail is UNLV's official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students' e-mail prefixes are listed on class rosters. The suffix is always @unlv.nevada.edu. Emailing within WebCampus is acceptable.

**Final Examinations**—The University requires that final exams given at the end of a course occur at the time and on the day specified in the final exam schedule. See the schedule at: <http://www.unlv.edu/registrar/calendars>.

**Any other class specific information**—(e.g., absences, make-up exams, status reporting, extra credit policies, plagiarism/cheating consequences, policy on electronic devices, specialized department or college tutoring programs, bringing children to class, policy on recording classroom lectures, etc.)

**University of Nevada, Las Vegas**