

## Syllabus

### PA 3310 / PSCI 3310 Managing Government Organizations Fall Semester 2025

**Time:** Tuesday and Thursday 5:30 PM to 6:45 PM

**Class Location:** FO 2.208

**Instructor:** Salman Bin Habib

**E-mail:** [Salman.Habib@UTDallas.edu](mailto:Salman.Habib@UTDallas.edu)

**Website:** [salmanbinhabib.org](http://salmanbinhabib.org)

**Office:** GR 2.512

**Office Hours:** **Tuesdays, 3:45 PM – 5:15 PM**  
**Thursdays, 6:45 PM – 8:15 PM**

All meetings are by appointment only. Please email me in advance to schedule either an in-person or online (MS Teams) appointment.

**IMPORTANT:** Please Use your UTD email only. Per university policy, any emails from a non- UTD address will not receive a response. Communication from the instructor outside of class time will take place through email or MS TEAMS, so please check yours regularly.

#### **Course Pre-requisites, Co-requisites, and/or Other Restrictions**

None

#### **Course Description**

PA 3310 provides an introduction to the study of public administration, or public affairs. Public administration is a broad subject comprising institutions, processes, decision-making, and individuals whose purpose is to serve the public under a constitutional, democratic government. These are often labeled, in the aggregate, the public sector. Although most of the field of public administration focuses on subjects related to governments (including federal, state, and local), it also deals with institutions such as not-for-profits whose purpose is also to serve the public. These, of course, are contrasted to institutions that are privately owned, and whose purpose is generally to sell a product or service for a profit.

All of public administration in the United States begins with the Constitution. We will start our intro to PA there, moving on to the structure of government and public policy making. Because governance involves the activities of institutions, we will examine some basic theories of organizational behavior. Government also requires funding, so we will examine basic public finance and economics. We will also look at leadership, performance and strategic management, ethics, and program evaluation and audit.

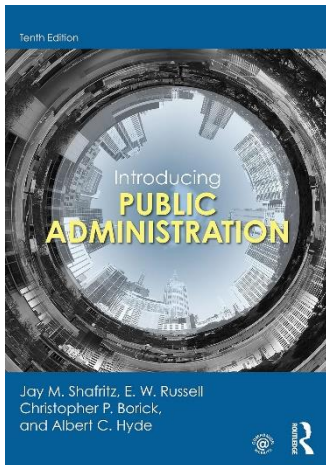
#### **Student Learning Objectives/Outcomes**

Students will be able to:

1. Critically examine and analyze various aspects of management of government organizations' management
2. Understand the challenges involved in managing government organizations.
3. Understand the legal and ethical environment under which government organizations operate.
4. Understand the recruitment and selection process.
5. Synthesize the important components or dimensions of motivating and compensating employees.
6. Examine emerging trends and practices that will affect the way organizations manage their resources in the future.
7. Integrate the state of knowledge and managerial thinking on these topics and others covered in the course.
8. Engage in discussions and exercises to demonstrate a sense of how to apply in practice the topics and ideas covered in the course and demonstrate mastery of written communication skills.

### Required Textbooks and Materials

#### *Required Texts*



Shafritz, Jay M., E.W. Russell, Christopher P. Borick, and Albert Hyde. 2023. *Introducing Public Administration*, 10th Edition. Routledge: New York, NY.

\*(Additional Course Materials) Additional readings will be posted on eLearning and/or instructor's website. However, students are not required to print material available electronically.

Textbooks and some other bookstore materials can be ordered online or purchased at the [UT Dallas Bookstore](#).

#### **Technical Requirements**

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important technical requirements on the [Getting Started with eLearning](#) webpage.

#### **Course Access and Navigation**

This course can be accessed using your UT Dallas NetID account on the [eLearning](#) website.

Please see the course access and navigation section of the [Getting Started with eLearning](#) webpage for more information.

To become familiar with the eLearning tool, please see the [Student eLearning Tutorials](#) webpage.

UT Dallas provides eLearning technical support 24 hours a day, 7 days a week. The [eLearning Support Center](#) includes a toll-free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service.

**Communication**

This course utilizes online tools for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. For more details, please visit the [Student eLearning Tutorials](#) webpage for video demonstrations on eLearning tools.

Student emails and discussion board messages will be answered within 3 working days under normal circumstances.

**Distance Learning Student Resources**

Online students have access to resources including the McDermott Library, Academic Advising, The Office of Student AccessAbility, and many others. Please see the [eLearning Current Students](#) webpage for more information.

**Server Unavailability or Other Technical Difficulties**

The University is committed to providing a reliable learning management system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the online [eLearning Help Desk](#). The instructor and the eLearning Help Desk will work with the student to resolve any issues at the earliest possible time.

**Note on Course Design and Student Feedback**

This course has been shaped with student preferences in mind. Based on survey feedback, the structure emphasizes frequent, smaller assignments such as quizzes and group discussions rather than a heavy load of long papers. A mix of formats, including quizzes, a midterm and final exam, a group presentation, and a short written analysis is designed to support different learning styles. Because many students expressed interest in community-building, we will also plan at least one optional class dinner near the end of the semester and may occasionally have snacks during class. These elements are included to make the learning experience both rigorous and engaging.

### Course Modality and Expectations

<b>Instructional Mode: Traditional</b>	All assignments will be submitted online via eLearning. Quizzes and exams will be administered in person, with submissions completed through eLearning.
<b>Course Platform</b>	This course will be delivered in person and via Blackboard Collaborate.
<b>Writing Assignment Expectations and Requirements</b>	<p>All assignments will be graded based on the student's ability to effectively communicate his or her understanding of a subject. Students must clearly demonstrate that they understand the assigned material and apply their own critical thinking to the course subject matter in order to place the theories and issues in public administration in context. There will be no extra credit assignments.</p> <p>All papers should be written in 12 point font, Times New Roman, and double-spaced. Margins should be 1 inch on all sides and the paper should include page numbers on the bottom center of each page. Please include your name, date, and title of the assignment in the header of your paper. Proper citation of all sources is required. The Public Affairs program requires that all written work follow the Turabian format, which can be found in the 8th edition of Kate Turabian's book, <i>A Manual for Writers of Research Papers, Theses, and Dissertations</i>. Please use the Reference list style, which is found in chapters 18 and 19.</p>

### Course Component

#### Class participation (20%)

Participation counts for 200 points, or 20 percent of your final grade. There are 29 class meetings, and you will have three free absences without penalty. After the third absence, each additional missed class will result in a **10-point deduction** from your participation grade. Students who arrive more than **10 minutes late** will be counted as absent for that day. Participation is more than simply being present. To receive full credit, you are expected to come prepared, arrive on time, and actively contribute to discussions, case studies, and in-class activities. This policy is in place to ensure fairness and to keep our class running smoothly, since late arrivals and frequent absences disrupt both your own learning and the learning of others. Successful participation is defined as consistently adhering to University requirements, as presented in this syllabus. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

#### Group Discussions (5\*50 points: 25%)

Every other week (starting week 2) you will have one or two prompts to discuss with your group (there will be 5 total). The results of your discussions should be captured on the templates provided for each week and submitted as a group assignment. Specific instructions for response length and any unique requirements will be provided on the templates. Those will be due on Saturday evening by 11:59 PM of the week assigned and should be submitted via eLearning.

#### Quizzes (5\*30 points: 15%)

Chapter review quizzes are provided to help students better understand how well they comprehend text reading assignments. Chapter review quizzes will be completed, submitted, and scored through eLearning. There will be five quizzes throughout the semester. Each quiz will cover two-three chapters and will include 15 multiple choices and true/false questions.

Please note that the quizzes **will be** timed at 20 minutes, you will need to complete them in one sitting. If you exit the quiz page, you will not be able to log back in and complete it. In addition,

students will not be able to take the quiz after the due date has passed. The quizzes are open book, so you can refer to the text while completing the quiz.

### **Mid-term and Final exam (20%)**

The midterm and final examination will evaluate students' understanding of core course concepts through a combination of question formats. Specifically, the exam will include:

- 30 multiple-choice questions
- 10 true/false questions
- 3 short-answer questions

Detailed instructions, study materials, and exam logistics will be made available on eLearning in the *Midterm Exam* folder. All exams must be completed individually in accordance with UTD's Academic Integrity policies.

### **Final Group Project (20%)**

The purpose of the final group project is to assess your understanding of a relevant area/concept in course and your ability to work as a group. These assignments are designed to help you practice connecting theory with practice and to showcase your communication skills.

Students will be teamed up to create a presentation and a written analysis of a given topic. Please enroll yourself into a group through the Group Project Tab- Sign up link. Not contributing to the group's work will result in 0 points on this assignment. This is group work, and everyone in the group will receive the same grade except for the cases described above.

#### Presentation requirement (10%)

- Each group will prepare an 8–10 slide PowerPoint presentation summarizing their findings.
- Presentations must be delivered **in person** to the entire class.
- The presentation should be approximately **8 minutes in length**. Exceeding 10 minutes will result in a grade reduction.
- Clarity, organization, and conciseness are key to earning full credit.

#### Report of Analysis (10%)

- The report should demonstrate your ability to apply theories and concepts from class to analyze an issue and support your argument.
- Length: **4–6 pages** (not including title page and references). The paper must be double-spaced, with **1-inch margins, 12-point Times New Roman font**, and follow a clear, academic format.
- Sources: At least **five (5) scholarly citations** beyond the course textbook are required. Proper **APA citation style** must be used throughout. Students are encouraged to integrate relevant course readings and lecture notes where appropriate.

**Grading**

Class participation	200 points	20%
Group discussion assignment (5*50)	250 points	25%
Quizzes (5*30 points)	150 points	15%
Mid Term Exam (MCQ and T/F)	100 points	10%
Final Exam (MCQ and T/F)	100 points	10%
Final Group Project (Report & Presentation)	200 points	20%
<b>Total</b>	<b>1000 points</b>	<b>100%</b>

**Grading Policy:**

98-100% = A+	94-97% = A	90-93% = A-
87-89% = B+	84-86% = B	80-83 = B-
77-79% = C+	74-76% = C	70-73 = C-
67-69 = D+	64-66 = D	60-63 =D-
0-59 = F		

**Course Schedule**

Aug 26 & 28	<p><b>Course introduction and syllabus discussion</b>  <b>Constitutional Foundations of Public Administration</b>  Reading: - This syllabus – cover to cover  - Declaration of Independence  - Constitution of the United States  <a href="http://www.archives.gov/exhibits/charters/constitution_transcript.html">http://www.archives.gov/exhibits/charters/constitution_transcript.html</a></p>
Sep 2 & 4	<p><b>Constitutional Foundations of Public Administration (continued)</b>  Reading: - Federalist Papers #10, 51.  <a href="https://www.ourdocuments.gov/doc.php?flash=true&amp;doc=10&amp;page=transcript">https://www.ourdocuments.gov/doc.php?flash=true&amp;doc=10&amp;page=transcript</a></p> <p><b>Group Discussion 1 due in eLearning Sep 6</b></p>
Sep 9 & 11	<p><b>What is Public Administration?</b>  Reading: a. Shafritz, Russel, and Borick [SRB] chapter 1  b. Wilson, Woodrow. 1887. The study of administration.  <i>Political Science Quarterly</i> 2:2, 197-222.</p> <p><b>Quiz 1 due in eLearning on Sep 11 [In-person]</b></p>
Sep 16 & 18	<p><b>The Machinery of Government and Intergovernmental Relations</b>  Reading: SRB, chapters 4 and 5.</p> <p><b>Group Discussion 2 due in eLearning Sep 20</b></p>
Sep 23 & 25	<p><b>Public Finance and Economics</b>  Reading: SRB, chapter 12.</p> <p><b>Quiz 2 due in eLearning on Sep 25 [In-person]</b></p>

Sep 30 & Oct 2	<p><b>Organizational Theory and Behavior</b> Reading: SRB, chapters 7 and 8.</p> <p><b>Group Discussion 3 due in eLearning Oct 4</b></p>
Oct 7 & 9	<p><b>Performance and Strategic Management</b> Reading: SRB, chapter 9.</p> <p><b>Guest Speaker- To be announced</b> [Extra credit opportunity]</p>
Oct 14 & 16	<p><b>Performance and Strategic Management (cont.)</b> Reading: SRB, chapter 10.</p> <p><b>Quiz 3 due in eLearning on Oct 16 [In-person]</b></p>
Oct 21 & 23	<p><b>Policymaking Institutions and Process</b> Reading: SRB, chapter 2.</p> <p><b>Exam 1 [In-person]</b></p>
Oct 28 & 30	<p><b>Social Equity &amp; Ethics in Government</b> Reading: SRB, chapter 3.</p> <p><b>Group Discussion 4 due in eLearning Nov 1</b></p>
Nov 4 & 6	<p><b>Leadership and Human Resources</b> Reading: SRB, chapter 11.</p> <p><b>Quiz 4 due in eLearning on Nov 6 [In-person]</b></p>
Nov 11 & 13	<p><b>Leadership and Human Resources (cont.)</b> Reading: SRB, chapter 14.</p> <p><b>Group Discussion 5 due in eLearning Nov 15</b></p>
Nov 18 & 20	<p><b>Social Equity &amp; Ethics in Government</b> Reading: SRB, chapter 6.</p> <p><b>Quiz 5 due in eLearning on Nov 20 [In-person]</b></p>
Nov 25 & 27	<p style="text-align: center;"><b>Fall Break and Thanksgiving holidays!</b></p>
Dec 2 & 4	<p><b>Performance and Strategic Management (cont.)</b> Reading: SRB, chapter 13.</p> <p><b>Present Group Project [In-Person]</b></p>
Dec 9	<p><b>Final exam [In-Person]</b></p> <p><b>Submit Group Project report on eLearning Dec 9</b></p>

## Course Policies

### *Exams*

Students will complete two timed examinations (65 minutes each). Both exams will be closed book and will consist of multiple-choice and true/false questions. Exams will be administered in person, either during class sessions or in the testing center, as designated by the instructor.

### *Group Discussions*

Every other week (starting in Week 2), you will have one or two prompts to discuss with your group, for a total of five group discussion assignments. The class will be divided into groups of five students, with two groups of five to accommodate the full enrollment of 35 students. The results of your discussions should be recorded on the templates provided for each week and submitted as a group assignment. Specific instructions for response length and any unique requirements will be included with the templates. All group discussion submissions are due on Saturday evening by 11:59 PM of the assigned week and must be submitted via eLearning.

### *Make-up exams*

Make-up exams will only be considered in cases of documented, exceptional circumstances that prevent a student from taking the exam on the scheduled date. Students must provide appropriate documentation and notify the instructor as soon as possible to request a make-up.

### *Extra Credit*

Extra credit opportunities may be offered at the instructor's discretion. The amount and availability of extra credit are not guaranteed.

### *Late Work*

Late submissions may be rejected or accepted with a penalty, at the discretion of the instructor.

### *Class Participation*

Participation in discussions with your assigned group each week is 25% of the total grade. It is up to each student to coordinate their contribution for the week with their group if they are unable to meet during the Wednesday course meeting time.

## General Formatting Guidelines for Written Work

Students often ask me how they should prepare their work when they hand it in. Below are some guidelines to follow for your written work:

1. Assignments may be single- or double-spaced and use 12-point Times New Roman font. For assignment length, I will go by word counts, not page counts, so you may use your own preferred spacing conventions.
2. You should use the *Publication Manual of the American Psychological Association* (APA) as the style guide for this course. Your work will be marked down if there are persistent errors and inconsistencies in your use of formatting and citation style. I recommend the Purdue Online Writing Lab APA guide as a helpful resource for using APA format

([https://owl.purdue.edu/owl/research\\_and\\_citation/apa\\_style/apa\\_formatting\\_and\\_style\\_guide/general\\_format.html](https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html)).

3. Assignments shall be properly sourced and shall contain a reference list, alphabetized by author (See APA guidelines for alphabetization conventions).
4. Please carefully proofread all written work for grammar, style, and clarity of presentation. Failure to do so will affect your grade on written work. Writing resources are available through the UT Dallas Writing Center (<https://studentsuccess.utdallas.edu/programs/writing-center/>).
5. Submit all assignments electronically through eLearning. Emailed assignments will not be accepted.

### **Technical Requirements and eLearning Resources**

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important technical requirements on the [Getting Started with eLearning](#) webpage.

#### *Course Access and Navigation*

The eLearning page for this course can be accessed using your UT Dallas NetID account on the [eLearning](#) website. Several important course components, including readings and assignment descriptions, as well as communication from the instructor, will be posted using the eLearning site. In addition to in-class attendance and participation, you will be responsible for monitoring the eLearning site to access these materials.

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issues at the earliest possible time.

### **Plagiarism and Academic Dishonesty**

No form of academic dishonesty will be tolerated. Work submitted in furtherance of the requirements of this course is subject to the University's academic integrity policy. Please go to [www.utdallas.edu/conduct/dishonesty](http://www.utdallas.edu/conduct/dishonesty) to learn more about the University's policies and procedures that apply to students who engage in academic dishonesty.

The issue of digital plagiarism has raised concerns about ethics, student writing experiences, and academic integrity. The instructor reserves the right to use any digital plagiarism detection program (such as [www.turnitin.com](http://www.turnitin.com)) for papers in this course at her discretion. The simplest way to avoid plagiarism is to paraphrase the copied sentences in your own words, using proper citation for any source or idea not your own. If you have any questions concerning academic dishonesty or plagiarism, please do not hesitate to ask me.

An important dimension of academic integrity is proper referencing and citation. To this end, please use the citation style of the American Psychological Association (APA), the preferred citation style of public administration and policy research. You must use this style consistently throughout all written work whenever a source is cited. I recommend the Purdue Online Writing Lab as a quick reference guide for APA ([https://owl.purdue.edu/owl/research\\_and\\_citation/apa\\_style/apa\\_formatting\\_and\\_style\\_guide/general\\_format.html](https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html)). You may also find a full APA style guide available through the UT Dallas library.

### *Generative AI*

Cheating includes using unauthorized materials to complete an assignment ([Student Code of Conduct - UTDSP5003](#)). AI-generated content including writing, presentation slides/content, tables, code, analysis, or images should not be presented as your own work. The use of generative AI for any part of this class is prohibited. Turnitin or other methods may be used to detect the use of AI. Under UTD rules about due process, referrals may be made to the Office of Community Standards and Conduct. Inappropriate use of AI may result in penalties, including a zero on an assignment.

### **Class Recordings**

Students are expected to follow appropriate University policies and maintain the security of passwords used to access recorded lectures. Unless the Office of Student AccessAbility has approved the student to record the instruction, students are expressly prohibited from recording any part of this course. Recordings may not be published, reproduced, or shared with those not in the class, or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. Failure to comply with these University requirements is a violation of the Student Code of Conduct.

The instructor may record meetings of this course. Any recordings will be available to all students registered for this class as they are intended to supplement the classroom experience. Students are expected to follow appropriate University policies and maintain the security of passwords used to access recorded lectures. Unless the Office of Student AccessAbility has approved the student to record the instruction, students are expressly prohibited from recording any part of this course. Recordings may not be published, reproduced, or shared with

those not in the class, or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. If the instructor or a UTD school/department/office plans any other uses for the recordings, consent of the students identifiable in the recordings is required prior to such use unless an exception is allowed by law. Failure to comply with these University requirements is a violation of the Student Code of Conduct.

### **Class Materials**

The instructor may provide class materials that will be made available to all students registered for this class as they are intended to supplement the classroom experience. These materials may be downloaded during the course; however, these materials are for registered students' use only. Classroom materials may not be reproduced or shared with those not in class or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. Failure to comply with these University requirements is a violation of the Student Code of Conduct.

### **Disability-related Accommodations**

The University's Office of Student AccessAbility and I will work to make every effort to accommodate any student with a disability. For more information on the services of the Accessibility Office, please see <https://studentaccess.utdallas.edu/>. Please use this syllabus as your first resource for class-related questions and communicate with me proactively about how I might accommodate your specific needs.

### **Comet Creed**

This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same: "As a Comet, I pledge honesty, integrity, and service in all that I do."

Additional policies governing student conduct may be found at <https://conduct.utdallas.edu/handbook/>.

### **Additional UT Dallas Syllabus Policies and Procedures and COVID-19 Policies**

The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus. It also contains up-to-date information on COVID-19 guidelines and resources. Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

*The descriptions and timelines contained in this syllabus are subject to change at the discretion of the instructor.*