Dear Students,

Welcome to Organization & Management (POL-EMPA 724). I appreciate you enrolling in this course and hope it will serve you well.

The course is a three credit hour course, and the course description is as follows: “A study of the principles governing the organization and management of public agencies with emphasis on the role of the executive”. The course is a required course in three degree programs (Master of Public Administration, Master of Administrative Studies, and the Doctor of Philosophy in Political Science degree programs) and is used as an elective in several graduate programs that require program completers to have some knowledge of purposeful organizations.

This course has been designed to be an online interactive course using the course management system Desire2Learn (D2L) (https://d2l.sdbs.edu/) over a full 15 week semester. It is not an independent study course. While collaborative learning with other students exists for this course, autonomous learning will be equally emphasized. Both autonomous and collaborative learning promotes authentic learning as students learn to take responsibility for their own learning and learning with and from each other. These strategies become more important for this course because we do not meet face-to-face. As well, to ensure that a collaborative learning environment can exist we will want to ensure we follow basic netiquette rules. These rules can be found at the following URL: (http://www.usd.edu/continuing-and-distance-education/upload/Online-Orientation-Guide.pdf).

The learning methods and assessments for this course are designed to challenge you to critically reflect on life in organizations and your role in managing and being managed so that you can develop your own informed perspective on management and organizations. I use a constructive-developmental approach to learning – students learn by organizing and making meaning of what they are learning based on past experiences and their own knowledge. I will ask you to read about the key skills of managing, critically examine these writings, and reflect on your own experiences with other learners in collaborative learning groups to enable you to construct or develop an informed perspective on your own practice of managing. I will ask you to engage in a dialogue with other students in your learning group online on a weekly basis.

This course is designed to introduce you to the theories, models and concepts of managing in public organizations. I will expect you to integrate the concepts you learn in this course with our own experiences to develop a managerial philosophy and a set of managerial strategies to use in your own managerial practice.

**Course Requirements:**
The course is organized by topic with one topic covered each week. There are 13 topics discussed in this course. Each topic has a forum link within the D2L whereby you will dialogue with one another on the question discussed for the week, thus providing strong and close collaborative interaction between students.
and the instructor. These discussions are designed to replace face-to-face class time, and they provide the basis for your participation points. Requirements for these forum discussions are noted in the syllabus.

As well, an important skill to learn as a graduate student is to be able to critically reflect on the literature on the field and to be able to articulate an informed perspective. Previous students have indicated that they spend about four hours per week reading for each module.

There are three sources of readings and assignments, two of which are available for purchase for this course and they are listed here and in the course syllabus.


You can purchase these books through Barnes and Noble @ USD in person on-campus or online (URL: http://usd.bncollege.com/webapp/wcs/stores/servlet/BNCBHomePage?storeId=29552&catalogId=10001&languageId=-1). You may also access these reading sources using methods of your own choosing. The third source of readings are found referenced within the course content links if applicable for that particular week’s assignment(s).

The Whetten and Cameron text uses a programmed learning style to organize the chapters.

- **SKILL ASSESSMENT.** The skill assessment involves a set of survey instruments or role plays that are designed to assess your current level of skill competence and knowledge. The purpose is to provide you with some information with which you can be open to change in your knowledge. Please complete the assigned assessments PRIOR to reading the chapter.

- **SKILL LEARNING.** The skill learning involves correct principle and a rationale for behavioral guidelines. Skill learning is most of what we think of as traditional textbook material. It is provided to us as the best available knowledge in the field.

- **SKILL ANALYSIS.** Skill analysis sections allow us to use what we have learned from the skill assessment and skill learning sections to practice our skills of analysis. Essentially, we are looking for examples of appropriate and inappropriate skill performance. These cases and readings allow us to analyze behavioral principles and examine the reason why they work.

- **SKILL PRACTICE.** The skill practice section consists of exercises, simulations and role plays that allow you to practice the behavioral guidelines presented in the skill learning. These should allow you to adapt the behavioral principles to your personal style, as well as provide an opportunity for feedback and assistance.

- **SKILL APPLICATION.** The skill application is designed to help you transfer “book learning” to real life situations and to foster on-going personal development.

- **FOR FURTHER READING.** This section is self-titled, and is applicable for some course weeks.

You will also be writing different types of assignments to help you learn to analyze, synthesize, and evaluate the literature and to articulate an informed perspective on one or more of the major principles of organization and management.

**Course Content Communication:** The primary means for communicating course requirements is the syllabus. The syllabus provides you with the general course information and description, my biography, key components of the course, course learning objectives, course topics, required course textbooks, required
materials, required technology, learning objectives, evaluation and grading standards, policies, responsibility of student and instructor, and the course schedule of assignments (SOA). Please read the syllabus carefully to understand course expectations.

**Course Time Expectations:** Face-to-face courses meet approximately three hours per week. You can expect the equivalent for this course. The discussion postings serve as the medium by which collaboration (as if you were taking a face-to-face course) takes place. You can expect to spend approximately 90-120 minutes to construct each week’s posts. Your discussion posts should reflect a level of thought, synthesis, evaluation, analysis, reflection, and application of your reading materials expected at the graduate level. It is expected the reading of your materials takes place outside the 90-120 minute forum posting construction and development.

**D2L:** If you have questions before the class start date, please do not hesitate to contact me via USD’s web email system. The South Dakota Board of Regents (SDBOR) will send you a password and login id prior to the course start date. It will be important that you log into the course D2L site by **January 12th**, so you can engage the course and get started on the first period module. Please do not wait to start the course, for your participation grade requires immediate involvement in the course. USD’s Continuing Education department will send additional information on how to log into the course. Please be sure to continuously check your USD email account regularly for communication regarding this course.

**D2L Orientation:** If this is your first online course at the University I would suggest that you review the new student’s guide for online learning for valuable information to help you be successful as an online learner, as well as necessary information on how to log-in if you are not familiar with USD’s D2L environment. The guide can be found at the following URL [http://www.usd.edu/cde/upload/Online-Orientation-Guide.pdf](http://www.usd.edu/cde/upload/Online-Orientation-Guide.pdf).

**Getting to Know You:** I would like to get know each of you as the course begins. This can be done by providing an introduction in the introduction link within the D2L course. I made the first entry and I would like you all to enter one.

**Technology Requirements:** The University has established minimum hardware and software requirements to ensure the effective delivery of online courses. Those requirements are listed in the student guide found at the URL [http://www.usd.edu/continuing-and-distance-education/upload/Online-Orientation-Guide.pdf](http://www.usd.edu/continuing-and-distance-education/upload/Online-Orientation-Guide.pdf). I also ask that you submit all paper/project assignments to me using Microsoft Word and/or PowerPoint. Further, I will ask that you submit all of your assignments to me in the appropriate folder within the D2L course dropbox, so you will need to know how to do this.

**Instructor Contact Information:** If you have any questions or concerns about the course, please feel free to e-mail me through the D2L e-mail program, or call me at (757) 788-1775. Please note that I seek to respond to emails within 48 hours Monday-Friday with exception of holidays. I will notify you if there might be an exception to this. I do not check regularly emails over weekends and holidays, so if there is an emergency, please call me.

I look forward to working and learning with you this semester.

With all sincerity,

Dr. Jacqueline Faulhaber