From the instructor. While online courses are not for everyone, and you must decide on your own, I have met with hundreds of Schar students in this format over recent years, and nearly all seem to like it. I suggest you check out the video summary below, because it’s detailed enough for your decision process. Also please feel free to contact me anytime about this – my coordinates are below.

Hope you are enjoying your experience at Schar School

Stephen Ruth

George Mason University
Schar School of Policy and Government
Fall Semester 2017

Important Note: After week 1 this syllabus is replaced by on line course site for current information

For a video course summary by the instructor click here

PUBP 503.DL1 Culture, Organization, and Technology—Fall Semester 2017—Hybrid course taught mostly on line (3 Credit course)

Instructor: Stephen Ruth, Professor of Public Policy
Office hours: By appointment
Room: Ruth: Founders Hall 541 Email address: ruth@gmu.edu and stever3992@aol.com;
Phone Ruth:703 993 1789; home:703 536 5343 (please no calls after 8 PM)
Instructor’s Personal site http://icasit.gmu.edu/about-us/stephen-r-ruth/
Face-to-face Classes (2): September 2nd and October 28th
Saturday 9:00 AM to 11:30 AM
Notice about this hybrid course It’s mostly on line with only two face-to-face meetings—so both student and instructor are required to have continuous, productive and content-specific communications on line from beginning to end. In fact, almost half of the course’s grade is based on the quality and frequency of participation, both on line and in class, including group project posted on course site. So if being face-to-face is what you like best, this section of PUBP 503 may not be for you. There will be extensive class participation—considerably more than in a typical face-to-face class—but much of it will be on-line.

Recommended “homework” before signing up for this virtual course. To prepare you for this process, please watch or skim these three videos by Salmon Khan and Stanford professors Daphne Kohler and Peter Norvig, if you have time

1. Salman Khan, “Let's Use Video To Reinvent Education” (20 minutes)

2. Daphne Kohler, “What we are learning from on-line education” (20 minutes)

3. Peter Norvig, “The 100,000 Student classroom” (6 minutes)

Overview of the course

Effective policy analysis and implementation often depend on understanding cultures, organizations and technologies and how they interact with one another. Whether considering the culture of political groups, military or business organizations, religions, the old or the young, farm or non-farm, or any other differentiation scheme, significant issues are involved. Failing to take note of cultural aspects in societies can cause even the most carefully crafted public policy plans to fail. We focus on the role of culture in the context of groups, organizations and societies together with culture-related economic and technological processes at several levels of impact: organizational, regional, national and international. The course also emphasizes the culture of teams and team approaches to learning. And there is considerable emphasis on the role of technology as it affects culture and organizations, since developments like blogs and social networks are major factors in public policy implementation.

Learning Objectives and Outcomes Overall course objectives include greater competence in these areas:

- Observing and describing the manifestations of culture, organizations and technology at micro and macro levels through blogs, news stories, analyses, reports, etc.

- Reviewing the interrelated roles of culture, organization and technology in the context of the current national debate on income inequality
● Clarifying the role of culture as it relates to the practice of leadership in a technological age

● Identifying both cultural enablers and barriers in the context of effective policy development and program implementation

● Examining some of the tools used to measure and present cultural issues, like polling, interviewing and other techniques

● Learning other culture-related skills like leveraging high performance teams, recognizing and evaluating culture-related statistics, etc.

● Using teaming and class participation to sharpen understanding of culture’s role in public policy analysis

● Taking note of popular culture and organizational interpretations, like Surowiecki’s *The Wisdom of Crowds*, Gladwell’s *The Tipping Point*, Chua and Rubenfield’s *The Triple Package*, and others

● Examining closely the statistical and presentation methods used to describe cultural phenomena, like maps, bubblecharts, gapminder graphs, etc

● Understanding how policy questions are framed in the context of cultural considerations

**Assignments, Grades and Examinations—Three Key Requirements**

three focused written assignments, a final exam (take home), and extensive participation in class discussions (on-line and in class), presentations and projects:

**Participation in weekly class discussions and individual projects 50%**

The individual presentation (20%) includes audio and PP notes. The project should be carefully prepared for an on-line audience, including sound, demonstrate good understanding of the material, and be aimed at stimulating on-line discussion by the class. Several samples are at the course site. Click [here](#) for more details.

Class participation (30%) This covers all aspects of interaction from the first class to the last, especially active participation in class discussions through frequent well-thought-out posts (at least 4 informal posts per week and one formal post every other week). Examples of typical informal and formal posts are available on the course website, along with information on rubrics used to evaluate them. [Here](#) is a more detailed description of posts by the instructor. Samples of actual posts are [here](#) and [here](#).
Written assignments 30%

There will be three written assignments, each with appropriate citations, graphs and charts, as needed. These assignments will be given by the instructor about every three or four weeks. Target minimum length: about 1400 words, not including end notes, diagrams, etc. See instructions for submission of written work at end of this syllabus. Please be sure that citations follow some standard format and style guide. Samples are available if requested. Use of Zotero is urged for formatting and footnotes.

Final examination (take home) 20%

The final examination will be a take-home test of five or six questions. It will be distributed in early April and will require about 10-12 hours of your time to be completed successfully.

Missed class sessions

Missing in-class sessions--there are only three of them--is discouraged but sometimes is necessary. Please be in touch with the instructor if you must miss a class and work out an assignment to demonstrate that you have done the required readings for the week. Normal procedure is a 500 word (minimum) summary of assigned weekly readings for the missed class.

Required Textbooks


Optional Reading


Murphy, Cullen, *Are We Rome?* (Houghton Mifflin, 2007), paperback

Friedman, Thomas, *The World is Flat -- A Brief History of the Twenty-first Century Release 3.0*

Levitt, Steven, and Steven D. Debner, *Freakonomics*, (Morrow, 2005)


Read, Herbert, *To Hell With Culture* (Schocken Books, 1963)

Gladwell, Malcolm, *Outliers* (Little Brown, 2009), paperback


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**Course Timeline (2017)**

<table>
<thead>
<tr>
<th>August 28</th>
<th>December 9</th>
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<tbody>
<tr>
<td>Informal on-line posts</td>
<td>XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX</td>
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<tr>
<td>Bi-weekly Formal posts</td>
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<tr>
<td>Preparing presentation</td>
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<tr>
<td>First written assignment</td>
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<tr>
<td>Second written assignment</td>
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<tr>
<td>Third written assignment</td>
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<tr>
<td>Final Exam</td>
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**Technology Requirements**

**Hardware:**
You will need access to a Windows or Macintosh computer with at least 2 GB of RAM and access to a fast and reliable broadband internet connection (e.g., cable, DSL). A larger screen is recommended for better visibility of course material. You will need speakers or headphones to hear recorded content and a headset with a microphone is recommended for the best experience. For the amount of Hard Disk Space required to take a distance education course consider and allow for:

1. the storage amount needed to install any additional software and
2. space to store work that you will do for the course.

If you are considering the purchase of a new computer, please go to the [GMU computer store site](#) or contact Patriot Tech at (703)-993-4100 for assistance.

**Software:**

This course uses Blackboard as the learning management system. You will need a browser and operating system that are listed compatible or certified with the Blackboard version available on the myMason Portal. See [supported browsers and operating systems](#). Select "Browser Support for October 2014". Log in to [myMason](#) to access your registered courses. Some courses may use other learning management systems. Check the syllabus or contact the instructor for details. Online courses typically use [Acrobat Reader](#), [Flash](#), [Java](#) (Windows), [Windows Media Player](#), and [QuickTime](#). Your computer should be capable of running current versions of those applications. Also, make sure your computer is protected from viruses by downloading the latest version of Symantec Endpoint Protection/Anti-Virus software for free at [http://antivirus.gmu.edu](http://antivirus.gmu.edu).

Note: If you are using an employer-provided computer or corporate office for class attendance, please verify with your systems administrators that you will be able to install the necessary applications and that system or corporate firewalls do not block access to any sites or media types.

**Blackboard Support**

**Email address for support**  
courses@gmu.edu  

**Student support website**  
[http://coursessupport.gmu.edu/students/](http://coursessupport.gmu.edu/students/)  

**Are you looking for quick video help about Blackboard? Visit**  
[http://ondemand.blackboard.com/students.htm](http://ondemand.blackboard.com/students.htm)
If you can not log in to myMason please contact the ITU Support Center at (703) 993-8870 or reset your Mason NetID password at http://password.gmu.edu

For walk-in support, visit the Collaborative Learning Hub in the Founders Hall, Room B 117B (703) 993-7553 Chris Tilley

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Weekly Schedule—please note that actual assignments will be shown at the course web site

Week 1 Introduction and some fundamental ideas in COT (Face-to-face) 9:00-11:40 AM Founders Hall Room TBA
Assignment: Read: Harrison on culture typologies (e-reserve); Jill Lepore, "Richer and Poorer", The New Yorker; Schein 1-2; Subscribe initially to blogs Cafe Hayak conservative, http://cafehayek.com/ and Daily Kos (liberal, http://dailykos.com)—please select about a half dozen blogs from whatever political spectrum you wish and keep track of them frequently through the course. Skim "Why Culture is Key"; Article "How technology-wrecks-the-middle-class". Watch: Instructor's brief introductory lecture

Due dates: This week—At least 4 informal posts on week 1 themes by all the class starting Monday —also submit top three presentation topic preferences—see description here and brief video by instructor

Week 2 Schein on organizations, artifacts, beliefs, group formation, etc. (On line)
Assignment and Due Dates are described on the course site

Week 3 International aspects of COT (On line)
Assignment and Due Dates are described on the course site

Week 4 Cultural manifestations: religion, blogs, corruption, ethnographic analysis (Online)
Assignment and Due Dates are described on the course site

Week 5 Social Capital; Major Studies; Opinion Sampling; Measuring Culture (On-line)
Assignment and Due Dates are described on the course site

Week 6 Social Networks Part 1 (Online)
Assignment and Due Dates are described on the course site

Week 7 Leadership and culture; public opinion sampling (Online)
Assignment and Due Dates are described on the course site

Week 8 Spring Break
Assignment and Due Dates are described on the course site

Week 9 Gender Issues in COT
Assignment and Due Dates are described on the course site

Week 10 Guns Germs and Steel synthesis -- Global issues in COT (on line)
Assignment and Due Dates are described on the course site

Week 11 Embedding creativity in organizations (on-line)
Assignment and Due Dates are described on the course site

Week 12 Politics and COT (Online)
Assignment and Due Dates are described on the course site

Week 13 Social Networks Part 2

Week 14--More on Measurement and Briefly Reviewing Class Presentations (On Line)
Assignment and Due Dates are described on the course site

Week 15--Final Week--Summing up

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Ethical Conduct--GMU Honor Code GMU shares in the tradition of an honor system that has existed in Virginia colleges since 1842. The Honor Code is an integral part of university life. Students are responsible for understanding the provisions of the code. In the spirit of the code, a student's word is a declaration of good faith acceptable as truth in all academic matters. Therefore, attempted cheating, plagiarism, lying, and stealing of academic work and related work constitute Honor Code violations. All work must be your own. Inappropriate use of the work of others without attribution is plagiarism and a George Mason University Honor Code violation punishable by expulsion from the University. All students should familiarize themselves with this honor code provision (http://www.gmu.edu/facstaff/handbook/aD.html). To guard against plagiarism and to treat students equitably, written work may be checked against existing published materials or digital data bases available through various plagiarism detection services. Accordingly materials submitted to all courses must be available in electronic format.

SPP Policy on Plagiarism--The profession of scholarship and the intellectual life of a university as well as the field of public policy inquiry depend fundamentally on a foundation of trust. Thus any act of plagiarism strikes at the heart of the meaning of the university and the purpose of the School of Public Policy. It constitutes a serious breach of professional ethics and it is
unacceptable. Plagiarism is the use of another’s words or ideas presented as one’s own. It includes, among other things, the use of specific words, ideas, or frameworks that are the product of another’s work. Honesty and thoroughness in citing sources is essential to professional accountability and personal responsibility. Appropriate citation is necessary so that arguments, evidence, and claims can be critically examined.

Plagiarism is wrong because of the injustice it does to the person whose ideas are stolen. But it is also wrong because it constitutes lying to one’s professional colleagues. From a prudential perspective, it is shortsighted and self-defeating, and it can ruin a professional career.

The faculty of the School of Public Policy takes plagiarism seriously and has adopted a zero tolerance policy. Any plagiarized assignment will receive an automatic grade of “F.” This may lead to failure for the course, resulting in dismissal from the University. This dismissal will be noted on the student’s transcript. For foreign students who are on a university-sponsored visa (eg. F-1, J-1 or J-2), dismissal also results in the revocation of their visa.

To help enforce the SPP policy on plagiarism, all written work submitted in partial fulfillment of course or degree requirements must be available in electronic form so that it can be compared with electronic databases, as well as submitted to commercial services to which the School subscribes. Faculty may at any time submit student’s work without prior permission from the student. Individual instructors may require that written work be submitted in electronic as well as printed form. The SPP policy on plagiarism is supplementary to the George Mason University Honor Code; it is not intended to replace it or substitute for it. (http://www.gmu.edu/facstaff/handbook/aD.html). See also the university’s academic policy web site at http://universitypolicy.gmu.edu/.

Disability Accommodation If you are a student with a disability and you need academic accommodations, please see instructor and contact the Disability Resource Center (DRC) at 703 993-2474. All academic accommodations must be arranged through the DRC.

New Voices in Public Policy: Instructor will consider nominating the very best papers in this course for publication in New Voices in Public Policy. New Voices is a student- and faculty-reviewed journal that shares SPP's finest student work with the rest of the world. Importance of Good Writing and Presentation Skills. Students in this course will be expected to do several writing assignments, a normal requirement in graduate courses in public policy and at least one high quality presentation in class. From the outset, the highest standard of writing will be expected. Here are some of the criteria that will be used to measure submitted written work: Quality of Content: analytical clarity/persuasiveness; objectivity; quality of source material; use of evidence/methodology.
Suggestions on Written Assignments:

General expectations: focused introduction, thesis, conclusion; use of transitions, headings and other cohering strategies; logical paragraphing in support of main points. All written assignments should have generous numbers of citations, about half from course sources and the remainder new, discovered material. Be sure to make all citations clickable, except quotes from a text.

Mechanics: correct citation and documentation; required elements like title page, works cited, page numbering; grammar, spelling, punctuation, etc. All work should be submitted in MS Word Times New Roman 12 or 14 pt. format single or double spaced, depending on the style guide selected.

Structure: normal breaks between paragraphs will be observed, using any style guide you choose. The Chicago Manual of Style is available online and another popular choice is Diana Hacker, A Pocket Manual of Style, (New York, St. Martin’s Press, latest edition). Work should be neatly arranged with clear demarcation of sub-units.

Grammar: impeccable word usage and grammar will be expected in all submitted work. Students may wish to show early work to someone else--a friend or colleague or the instructor--for a review of style, grammar and other details. Papers with more than a very small number of errors in grammar and word usage will be returned.

Method of submission: all papers will be submitted to the instructor by email as MS Word attachments using a clear description in the subject line of the message. For example: Julia Jones, Assignment 3.

From Professor Ruth-- Formatting of PUBP 503 written assignments

Since these written assignments require careful, replicable use of citations from course sources as well as other sources, it's crucial that the formatting be of high quality. For those of you who have already incorporated Zotero into your research repertoire, it will be easy to assemble sources and have them appear professional, also making it easy for the reader to access them with one click. So I urge that everyone be particularly attentive to the importance of good formatting in these written assignments and to use Zotero or some other formatting method. I'll be glad to send you samples of high quality formatting if you would like.
Important--if you have not taken advantage of Zotero in your research so far at GMU you are missing a crucial and time-saving resource. Here is a brief summary

In addition below are links to two mini-tutorials on Zotero provided by SPGIA librarian Dr Helen Mc Manus

1. [Getting stuff into Zotero](#)
2. [Zotero & Word](#)