



## Online Course Syllabus

### Course Information

Course Title: Management Challenges in Public Organizations

Course Number: PA 2010

Course Date: See Course Information

Course Meeting Time: Eastern Standard Time

Course Location: Online

Instructor: Faculty Information Tab in Online Course

Course Description: This course covers an understanding of public, private, and non-profit organizations as interactive systems; individual and group dynamics; organizational, cultural and design; major theories of organization, leadership and management; management by objectives. Students learn skills and competencies that managers need to develop. Prerequisite/program PA 2000

### Program Student Learning Outcomes:

Enter Program Student Learning Outcomes

PSLO 1.A: General concept of public administration and bureaucracy

PSLO 1.B: Understanding knowledge of human resource management

PSLO 1.C: Understanding knowledge of public budgeting and Finance

PSLO 1.D: Understanding knowledge of policy analysis

PSLO 1.F: Understanding how administrative responsibility, accountability, efficiency, diversity and teamwork within the context of government and nonprofit public service programs

PSLO 2.A: Analysis of managerial issues and policy recommendations

PSLO 4.A: Effective Communication

PSLO 5.A: Ability to develop a public policy response to a "real world" social or economic problem

### Course Student Learning Outcomes:

At the completion of the course students will demonstrate the ability to:

- Understand and articulate significant concepts relating to the study of leadership in campus, community, and organizational settings (CSLO 1)
- Understand and articulate their personal values and approaches to leadership (CSLO 2)
- See and reflect upon the application of leadership theory in an applied setting (CSLO 3)
- Reflect on and describe their leadership roles and activities in campus and other settings (CSLO 4)
- Apply the concepts of Management by Objectives in organizational settings (CSLO 5)
- Develop personal and applied setting leadership strategic plans that demonstrate problem solving and critical things about the application of leadership theory (CSLO 6)

### Instructional Methods

Students who are enrolled in an **online course** will experience no in-person meeting requirements as all course content,

reading/resources, class discussions, assessments, assignments, feedback and communications occur entirely online through a Learning Management System. At Kean University we are utilizing Blackboard Learn, which we refer to as “Virtual Classroom.”

This online course is taught using a variety of technological instruction that is developed for an eight-unit schedule and will use a standard of 1000 total points. Students will find common graded and non-graded learning activities present throughout the course. Each unit will include:

- Readings
- Resources
- Lecture
- Discussions
- Assignments
- Content Assessments

**Textbook & Supplemental Materials**

Required Textbook:

Textbook Title: Managing Human Behavior in Public and Nonprofit Organization, 5<sup>th</sup> Edition

Author(s): Denhardt, Denhardt, and Aristigueta

Year: 2020

ISBN: 978-1-5063-8266-1

Publisher: Sage

Materials: N/A

Unit #	Unit Topics and Learning Activities
Unit 1	<p><b>Unit 1: Introduction to Organizational Behavior</b>            Lecture: Organizational and Employee Behavior            Readings: Chapter 1 &amp; 2            Resources: Chapter 1 PowerPoint, Chapter 2 Powerpoint, Unit 1 Notes            Unit 1 DQ: Organizational Behavior (30 points)            Unit 1 AS: Knowing Ourselves (75 points)            Unit 1 CA: Unit Quiz (20 points)</p>
Unit 2	<p><b>Unit 2: Creativity and Innovation</b>            Lecture: Fostering Creativity and Innovation            Readings: Chapter 3            Resources: Chapter 3 PowerPoint, Unit 2 Notes, Law of the Hog (Video)            Unit 2 DQ: Creativity &amp; Innovation (30 points)            Unit 2 AS: Innovation and Creativity (75 points)            Unit 2 CA: Unit Quiz (20 points)</p>
Unit 3	<p><b>Unit 3: Managing Stress and Decision-Making</b>            Lecture: Managing Stress and Decision-Making            Readings: Chapters 4 and 5            Resources: Chapter 4 PowerPoint, Chapter 5 PowerPoint, Unit 3 Notes, Stress Among Rural and Small-Town Patrol Officers (Article)            Unit 3 DQ: Managing Stress and Decision Making (30 points)</p>

	<p>Unit 3 AS: Decision Making (75 points)  Unit 3 CA: Unit Quiz (20 points)</p>
Unit 4	<p><b>Unit 4: Motivation, Engagement, and Leadership</b>  Lecture: Motivation, Engagement, and Leadership  Readings: Chapters 6 &amp; 7  Resources: Chapter 6 PowerPoint, Chapter 7 PowerPoint, Unit 4  Notes Unit 4 DQ: Review of Public Personnel Administration (30 points)  Unit 4 AS: Motivation and Engagement (75 points)  Unit 4 CA: Unit Quiz (20 points)</p>
Unit 5	<p><b>Unit 5: Power, Organizational Politics, &amp; Effective Communication</b>  Lecture: Power, Organizational Politics, &amp; Effective Communication  Readings: Chapters 8 &amp; 9  Resources: Chapter 8 PowerPoint, Chapter 9 PowerPoint, Unit 5 Notes  Unit 5 DQ: Madeleine Albright: On Being a Woman and a Diplomat (30 points)  Unit 5 AS: Power and Organizational Politics (75 points)  Unit 5 CA: Unit Quiz (20 points)</p>
Unit 6	<p><b>Unit 6: Working in Groups and Teams and Managing Conflict</b>  Lecture: Working in Groups and Teams and Managing Conflict  Readings: Chapter 10 &amp; 11  Resources: Chapter 10 PowerPoint, Chapter 11 PowerPoint, Unit 6  Notes  Unit 6 DQ: Build a Tower, Build a Team (30 points)  Unit 6 AS: Working in Groups and Teams (75 points)  Unit 6 CA: Unit Quiz (20 points)</p>
Unit 7	<p><b>Unit 7: Organizational Change and Representing the Organization “On the Outside”</b>  Lecture: Organizational Change and Representing the Organization “On the Outside”  Readings: Chapters 12 &amp; 13  Resources: Chapter 12 PowerPoint, Chapter 13 PowerPoint, Unit 7 Notes, Officer and Suspect Demeanor: A Qualitative Analysis of Change (Video)  Unit 7 DQ: Officer and Suspect Demeanor: A Qualitative Analysis of Change (30 points)  Unit 7 AS: Organizational Change (75 points)  Unit 7CA: Unit Quiz (20 points)</p>
Unit 8	<p><b>Unit 8: Managing Behavior in the Public Interest</b>  Lecture: Managing Behavior in the Public Interest  Readings: Chapter 14  Resources: Chapter 14 PowerPoint, Unit 8 Notes  Unit 8 DQ: Democracy and the New Public Service (30 points)  Unit 8 AS: Managing Behavior in the Public Interest (75 points)  Unit 8CA: Unit Quiz (20 points)</p>

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