

WALDEN UNIVERSITY

PH.D. IN PUBLIC POLICY AND ADMINISTRATION COURSE DESCRIPTIONS

AMDS 8335 Principles of Knowledge Management (4 cr.)

This course examines how information systems enable organizations to systematically identify, acquire, store, analyze, distribute, and reuse information and knowledge from all sources (e.g., internal and external, explicit and tacit) to enhance organizational productivity and competitiveness. The course also examines how information technology supports the organizational knowledge process. (Six-week course.)

AMDS 8800 Epistemology and the Practice of Knowledge and Learning Management (4 cr.)

This course reviews the history of knowledge from the early contributors, such as Plato and Aristotle, to contemporary writers. It reviews the evolution of major movements: rationalism, empiricism, functionalism, structuralism, and behaviorism. It covers contemporary authors involved with knowledge, learning, and change management, including Senge, Drucker, Deming, Nonaka, Garvin, Argyris, Knowles, and Rogers. The course provides a broad foundation for the study of knowledge and learning management. (12-week course.)

AMDS 8801 Principles of Learning Management (4 cr.)

This course defines learning and the emergence of learning management and reviews the responsibilities of the chief learning officer and the foundations of adult learning and development. The course reviews the role of corporate universities and distance learning in support of organizational learning. (Six-week course.)

PPPA 8000 Foundations for Doctoral Study (4 cr.)

This course is designed to provide students with an understanding of the expectations for becoming a successful online learner and to familiarize them with Walden's mission and the Public Policy and Administration (P.P.A.) doctoral program. In addition, students learn to use the online learning environment, Internet tools such as email and Web browsers, and techniques of online communication and interaction with faculty, administration, and students. Students practice APA formatting, writing skills, critical-thinking skills, case study methods, time and stress management, and group activities in doctoral work. Students also learn about student services, including online registration, ordering textbooks, and preparing their Professional Development Plan (PDP) and Program of Study (POS); they also are introduced to the KAM process. (This course must be taken in the first quarter at Walden and must be completed successfully before a student can take further courses in the P.P.A. program.)

PPPA 8002 Writing a Quality KAM Demonstration (2 cr.)

In this course, students examine the structure of the KAM and research and writing techniques of the successful development of a KAM. Students also develop a draft Learning Agreement for their first KAM under an instructor's guidance. (Students need to successfully complete PPPA 8000 and PPPA 8200 before this course. In addition, this course must be taken immediately before a P.P.A. student plans to begin the KAM studies portion of the program and must be completed successfully before beginning KAM studies.)

PPPA 8105 Managing at the Boundaries (6 cr.)

This course examines the historical and contemporary patterns of interaction between levels of government and between the public, private, and nonprofit sectors in the United States. Of all the Western democracies, the United States has the most fully developed nonprofit sector. In the past 20 years, growing efforts to privatize public service delivery and to work collaboratively with business and nonprofit organizations has created the need to understand each sector and its culture, values and practices. Increasingly, the boundaries between governmental levels and the three sectors have become more blurred and the action at these intersections more critical for the effectiveness of public/nonprofit sector leaders and managers.

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PPPA 8200 Intellectual Traditions in Public Policy and Administration (4 cr.)

This course focuses on the historical and contemporary roles and relationships of the public and nonprofit sectors in the United States. It provides a scholarly perspective on public policy and administration that traces major theories associated with the field and the political, social, and economic context within which they developed. Students are expected to gain a clear understanding of the “layers of government” and their interdependence between local municipalities, county, state, and federal levels. This is intended to make a strong connection between the student’s own professional development and the development of the major theories and concepts of public administration. (This course must be taken in the first quarter at Walden and must be completed successfully before a student can take further courses in the PPA. program.)

PPPA 8305 Professional Leadership and Ethics (4 cr.)

This course examines the ethical issues of public and nonprofit sectors. It provides conceptual tools to clarify moral dilemmas and analyzes individual decision-making strategies and organizational programs from an ethical perspective.

PPPA 8320 Public Policy Implications of Terrorism Legislation and Policies (4 cr.)

This course provides a broad perspective on the history of the USA Patriot Act, similar terroristic legislation, and immigration laws, along with their policy implications on law enforcement, governmental entities, organizations, and individuals. It provides a basic foundation upon which to build for those public administrators and public policy analysts who are charged with drafting and implementing public policy and enforcing and/or responding to potential terroristic threats, while simultaneously upholding and protecting constitutional freedoms. Material for this course is drawn from contemporary texts; Web sites; case studies; and materials representing international, national, and local governments and organizations. Learners critically review and analyze the USA Patriot Act and similar terroristic legislation and policies and participate in online discussions about these laws and their implications on U.S. constitutional freedoms.

PPPA 8321 Terrorism: A Systemic Approach for Emergency Preparedness (4 cr.)

This course provides participants with an overview of terrorism—local, national, and international—and the need to develop a systemic approach for emergency preparedness. Topics include, but are not limited to, terrorism overview, terrorism and public health, bioterrorism, biosecurity, cyberterrorism, risk assessment, implications for public health, and components of a systemic preparedness infrastructure. Course participants begin the development and/or analysis of a terrorism preparedness infrastructure and participate in online discussions.

PPPA 8322 Critical Incident Planning and Leadership (4 cr.)

This course examines the principles of emergency planning, selection of leaders, specialized planning (e.g., schools, tourism), mutual aid, and leadership theories. It provides a basic foundation for public administrators to develop a critical incident plan and understand leadership theories. Course participants critically analyze case studies, identifying weaknesses and potential solutions.

PPPA 8330 Holding Up the Mirror: Understanding Different Cultures and Increasing Global Consciousness (4 cr.)

This course offers students an opportunity to explore and understand the cultural values and styles of communication, reasoning, and leadership unique to their home culture. Students apply their increased understanding to other cultures. They also identify and become familiar with the challenges American nonprofits face as they work internationally or cross-culturally within the United States. (Strongly advised: A course or direct experience in nonprofit management.)

PPPA 8331 Crossing Borders: U.S. and International NGO Cultures and Environments (4 cr.)

In this course, students study in depth the cultures, structures, and activities of NGOs in select countries and compare their activities, organizational cultures, structures, and working environments with nonprofits in the United States. (Strongly advised: A course or direct experience in nonprofit management.)

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PPA 8332 Placing NGOs in the Global Context (4 cr.)

This course offers students knowledge and understanding about the geopolitical and economic contexts in which international, nongovernmental, and voluntary agencies function in other countries. Students analyze the historical, political, social, and cultural contexts in which NGOs work and the implications these contexts have on the work of local and international NGOs. Students identify strategies that make the international and cross-cultural efforts of NGOs successful. (Strongly advised: A course or direct experience in nonprofit management.)

PPA 8340 Leadership for the Nonprofit Sector (4 cr.)

This course provides an overview and history of the third sector in American society, featuring governance and nonprofit corporation law. The course covers the relationships between the board and the executive director. Ethics topics typical to nonprofit organizations, such as conflict of interest, fiduciary responsibility, human resources, and board organizational structures, are examined in depth. The role of nonprofit organizations in fostering social change is a major component of this course, and the emerging trend toward entrepreneurship in nonprofits is examined in detail.

PPPA 8341 Fund Raising and Marketing in Nonprofit Organizations (4 cr.)

This course examines the history of philanthropy and the philosophy of giving and their relationships to the nonprofit sector in the United States. The principles of resource development and their relationship to organizational mission, governance, and capacity are a core part of the course. The course provides students with an understanding of the many fund-raising techniques and funding sources that generate financial support for nonprofits as well as the contexts of their use.

PPPA 8342 Nonprofit Management (4 cr.)

This course provides the basis for understanding nonprofit management issues and for understanding how management in the nonprofit sector differs from both public and business administration and includes special issues of nonprofit management, such as mission, budgeting, financial management, volunteer management, strategic planning, and outcome evaluation and assessment.

PPPA 8350 Historical and Contemporary Issues in Criminal Justice (4 cr.)

This course looks at the evolution of crime—from lone criminals to worldwide syndicates—using the scientific rigor built into the selected readings and discussions. Among the topics examined are the philosophy of community- and problem-oriented policing, transnational crime, terrorism, and the nexus among them. The course equips current and future leaders with the knowledge and depth of understanding to assess and manage the opportunities, innovations, and challenges in their profession.

PPPA 8351 Policy Analysis in the Criminal Justice System (4 cr.)

This course reviews key court decisions and explores the tension between constitutionally guaranteed individual rights and crime-prevention and public-safety efforts. The course also covers policy analysis and planning in the criminal justice field and offers an understanding of the policy context in which the criminal justice system functions.

PPPA 8352 Leadership: Putting Theory Into Practice in Criminal Justice Administration (4 cr.)

This course introduces students to the problems that currently confront the administration of the criminal justice system as well as problems predicted for the future. So that students are prepared to lead efforts to address these challenges, this course offers powerful models for strategic, critical, and reflective thinking. This course also immerses students in discussion about the major components of effective justice administration: organizational thought and theory, leadership, human capital, policy development and implementation, and collaboration with other public safety and community organizations.

PPPA 8360 Public Safety Issues (4 cr.)

This is a comprehensive survey of the issues faced by public safety agencies and personnel at the local, state, and national level, including police and sheriff, emergency medical, and fire services and related organizations. It emphasizes communication and coordination between public safety organizations.

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PPPA 8361 Managing Public Safety Organizations (4 cr.)

This course examines how public safety leaders find solutions to major issues confronting their organization or community operating systems through research, analysis, planning, and decision-making. It adapts classic business management techniques and leadership principles to public safety operations. The concepts of “first-planner” and “first-responder” are introduced. Solutions and alternatives to varied situations confronting public safety managers are developed. Emphasis is on systems approaches, environmental analyses, contingency planning, implications for change, coordination, and controls.

PPPA 8362 Ethics in Preserving Public Safety (4 cr.)

This course applies the lessons of the first two courses in the specialization—management issues and planning solutions—to specific cases of leadership and personal responsibility in the public safety field. Using primarily the case study method, students will analyze leadership and ethical issues public safety officials encounter in their work and develop effective approaches for how standards and ethics can best be instilled throughout a public safety organization. Students analyze classic cases, including the federal 9/11 Commission report, for lessons—in intelligence, planning, operations, command, interagency coordination, communication, and technology—applicable to any public safety agency and situation.

PPPA 8380 Policy and Politics in American Political Institutions (4 cr.)

This course introduces students to the crafts of policy-making and analysis in the American democratic system. It covers the policy process—agenda setting, using policy analysis tools, managing the political process, implementing policy, and evaluation and feedback. Students develop skills in policy and economic analysis, as well as skills in determining the political feasibility of proposed policies. Regulation as a policy choice will be discussed. Students completing this course will enhance their abilities to develop alternatives and to assess strategies, which are proposed to achieve certain policy objectives. Policy areas of interest to students form the foundation of this course and may include communications, immigration, social, transportation, housing, labor, arts, and environmental policies.

PPPA 8381 Public Policy and Evaluation (4 cr.)

This course provides an introduction to the tools used by policy-makers and policy analysts to evaluate the impact of social programs. Topics include selecting programs to evaluate; crafting program descriptions; identifying stakeholders and their interests; developing logic models; framing evaluation questions; applying utilization-focused evaluation techniques; using quantitative and qualitative tools to complete formative and summative evaluations; and formulating evaluation reports and feedback to decision-makers. By the end of the course, each student will develop a program evaluation design for a social program.

PPPA 8382 Public Policy and Finance (4 cr.)

This course covers both micro- and macroeconomic models used in policy formulation and how public finance influences policy choices as well as implementation alternatives. Students examine tax policies and tax incentive models, budgeting, public/private models, market influences on policy, the impact of government expenditures on income redistribution, and economic considerations of welfare, food stamps, worker’s compensation, and Social Security. Outsourcing of public programs is also examined.

PPPA 8390 Strategic Context of Public Management and Leadership (4 cr.)

This course engages learners in collaborative study of the changing strategic context of public administration. Learners apply a systems perspective to construct a public enterprise model of the public organization of their choice, as a way of understanding the strategic context for practical action and the stakeholder relations involved. This is an organization “mental model,” which is similar to a traditional “business model” but includes the three interrelated flows of money-knowledge-influence. Emphasis in this course is on management and leading of the unknown—imagining and creating a future that works in a time of unprecedented and unpredictable change. Students apply strategic scenarios to organizational change for the public organization of special interest to them. Students also develop professional action habits for pragmatic action learning in the practice of public administration.

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PPPA 8391 Transformative Change in a Shared Power World (4 cr.)

This course engages students in collaborative study of the nature and methods of transformative change in the complex human systems of contemporary public organizations. Students are taught a pragmatic action learning process for studying from the experience of transformative change in complex systems. The dynamics of complex adaptive systems are studied to gain an understanding of how large scale and highly interrelated human systems change through self-organization. Appreciative inquiry and other selected methods of transformative change are studied and applied to a positive organizational change situation of special interest to the students. Students also develop professional action habits for pragmatic action learning in the practice of public administration.

PPPA 8392 The Language of Leadership (4 cr.)

In today's complex environment, leaders engaged in shaping public policy must know how to use the emotional as well as the intellectual power of language to motivate, inspire, and competently manage their organizations. Dynamic leadership requires understanding and use of techniques that affect both conscious and unconscious influences on human behavior. Effective communication connects at many different levels. This course provides both theoretical and practical information; demonstrates the necessary components for making such connections; and shows why stories, symbols, and metaphors are an essential element in the language of leadership.

PPPA 8400 Nonprofit and Government Budgeting and Finance (4 cr.)

This course examines government and nonprofit budgeting policies and practices as well as the fiscal climate within which these organizations operate. Students gain a better understanding of the role of finance in public and nonprofit organizations and the theories underlying major fiscal policy debates. They also learn how to construct budgets and capital improvement plans and how to successfully generate funds to support nonprofit sector organizations.

PPPA 8427 Research Seminar II: Research Methods (5 cr.)

This course covers descriptive statistics; statistical inference; and quantitative techniques, such as analysis of variance and covariance, multiple linear regression, and various nonparametric techniques. Other topics include software for data analysis, qualitative data reduction and analysis, data management techniques, and integrating qualitative and quantitative data for analysis. (Offered in winter and summer quarters. Attendance at a designated Walden residency is required. Prerequisites: SBSF 8417 and either KAMV or KAMVI. Students must take this course before nominating their dissertation supervisory committee. It should not be taken until the student is ready to develop the dissertation prospectus.)

PPPA 8437 Research Seminar III: Data Analysis (5 cr.)

Topics include problem definition; development of research questions; theory and hypothesis testing; variable definition and measurement; correlational, survey, observational, and nonexperimental designs; experimental design; language, logic, and execution of qualitative designs; and integrated qualitative and quantitative designs. Students write the dissertation prospectus and develop skeleton drafts of their proposals as part of the course. (Prerequisite: SBSF 8417.)

PPPA 8500 Organizational Theory and Behavior (4 cr.)

This course focuses on behavior in organizations as influenced by individual differences, group processes and interactions, and organizational processes. Skills and abilities essential for effective management in changing organizational contexts are emphasized. Topics examined include motivation, productivity, diversity, group development, team building, decision-making and communication processes, power and politics, leadership, job design, and organizational culture.

PPPA 8600 Human Resource Management (4 cr.)

This course is a survey of philosophy, approaches, and systems of managing people in government and nonprofit organizations. It includes historical developments, personnel management practices and behaviors, and current issues. It examines recruitment, classification, compensation, training, evaluation, and labor-management relations functions.

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PPPA 8700 Policy Analysis (4 cr.)

This course provides a broad perspective on the policy process, recognizing that both public and nonprofit administrators are intimately involved in executive and legislative/board policy- and decision-making. It focuses on how policy is initiated, researched, shaped for decision-making, decided, implemented, and then evaluated. Balanced attention is given to the dynamics of the policy-making process itself as well as to the analytical and communications tools that equip professionals at many levels in organizations to be effective actors in this process.

PPPA 8800 Strategic Management of Information (4 cr.)

This course is designed to give students an in-depth understanding of information resources and their implications for the public and nonprofit sectors. Advancements in information technology, which are making e-government a reality and are causing administrators to rethink their approach to service delivery, are explored as new ways of structuring organizations for greater productivity. The human systems and organizational culture impacts of information technology are also examined.

PUBH 6130 Health Care Organization, Policy, and Administration (4 cr.)

This course is intended to introduce students to health policy-making and the structure and administration of health care organizations, including the legal bases for public health practice. Students examine concepts from public policy, economics, organizational behavior, and political science. Students also survey the current issues in national and international health policy and the present organization and delivery of national and international health care systems.

PUBH 6250 U.S. and International Health Care Systems (4 cr.)

This course examines the new organizations, structures, and relationships that are developing as national and international health care systems reform themselves. Detailed analysis of health system delivery entities and their purposes, advantages, and disadvantages is presented. The influence of corporate and governmental agencies on the delivery and financing of health services is a primary topic of study. There is a strong emphasis on the legal issues (antitrust, fraud and abuse, and taxation) confronting health care institutions. Students examine the market, fiscal, and public policy forces on national and international health systems and investigate the opportunities and challenges facing the management of community-based health care organizations. (Prerequisite: PUBH 6100.)

PUBH 6920 Health Services Financial Management (4 cr.)

This is a foundational course in the financial management of the health care service industry. Students will learn the functional role of the health care finance manager and the basic tools of health care financial decision-making, including financial reporting statements, analyzing financial statements, cost concepts and decision-making, budgeting techniques, cost variance analysis, time valuing of money procedures, capital acquisition, debt and equity financing, and working capital cash management. The course emphasizes application and case study use. (Prerequisite: PUBH 6100.)

SBSF 8417 Research Seminar I: Human Inquiry and Science (4 cr.)

This seminar focuses on students' acquisition of substantive, foundational knowledge of the philosophy of science, including the construction, use, and verification of concepts, models, and theories. Qualitative and quantitative frameworks for inquiry are introduced. Ethical, social, and political aspects of conducting research, producing knowledge, and engaging in scholarship in the American academy, including the role of the professoriate, are examined. (Offered every quarter to Ph.D. students. Completion within first three quarters of enrollment is required. Prerequisite: PPPA 8000.)