

Upper Iowa University
Academic Extension Course Objectives
Graduate Courses
Master List 2010-2011

PA505 – Organizational Behavior

1. Assess Organizational Behavior (OB), examine the historical development of thinking in OB, summarize the contributions made by major behavioral science disciplines to OB, and evaluate the Functions and Roles of organizational managers.
2. Summarize how the Individual actors influence an organization through their attitudes, personality, values, perceptions and by their individual decision making, motivation, emotions, and moods.
3. Assess the foundations of Group Behavior and summarize the importance of Work Teams and of Leadership approaches and theories including those related to the use of Power and Conflict, Management and Communication.
4. Classify the various organizational types and characteristics and examine the important role played by Organizational Mission and Purpose, Organizational Structure, Organizational Culture, and Human Resource Policies and Practices on organizational behavior.
5. Evaluate Organizational Dynamics especially around issues of Organizational Change and Stress Management.

PA507 – Ethics of Public Service

1. Determine relevance of historical philosophies of ethics to the practice of public administration.
2. Analyze constitutional and political origins of ethical codes.
3. Analyze the source and influence of values on ethics in public service including individual, organizational, professional, legal and societal values.
4. Analyze consequences of following or not following ethical precepts in situations where conflict exists with political or program goals
5. Evaluate effectiveness of government reforms in terms of fostering ethical behavior.
6. Construct a nonlinear decision model to apply ethics and morality in public administration duties through a synthesis of personal style, general principles of ethical behavior and political and program constraints.

PA508 – Terrorism and Politics

1. Evaluate historical perspectives, definitions, and the morality of terrorism.
2. Assess theories of causation, motivations, methods and targets of selection of terrorist organizations.
3. Analyze sponsors of terrorism by defining several state sponsors and their domestic and foreign policy domains.
4. Evaluate historical and modern origins of religious terrorism and the ideology of political extremism.
5. Compare historical terrorist groups with emerging modern terrorist organizations.
6. Compare and contrast terrorist motives, methods, target selection and new political challenges to prevent and deter terrorism.
7. Critically analyze the impact of the media on terrorism and critically assess trends and factors that can be used to predict future acts of terrorism.

PA509 – Theories of Leadership

1. Analyze theories of leadership, including early pioneering research and demonstrate the ability to apply a range of leadership concepts to practical situations.
2. Examine/demonstrate the understanding of the role of personality traits, abilities, and behaviors in at least three theoretical frames.
3. Describe the difference between leadership and management within the context of at least three frames.
4. Identify the implications of each construct of leadership for team-based organizations.
5. Describe the implications of each construct of leadership for team-based organizations.
6. Identify the role leadership plays in linking rewards with performance for at least three theoretical frames.

PA510 – Public Administration

1. Evaluate the nature and boundaries of Public Administration
2. Evaluate political checks and balances on the process of public administration
3. Synthesize theoretical knowledge of intergovernmental relations and Public Administration
4. Evaluate the fitness of Public Administration theory with the practice of public administration
5. Evaluate effectiveness of different styles of leadership in public administration
6. Synthesize practical and theoretical aspects of public administration and social justice
7. Evaluate the role of private, non-profit organizations in implementing public policy
8. Evaluate the outcomes of contracting out and privatization

9. Evaluate the role and effectiveness of public administration at the state and local level

PA513 – Government Budgeting Systems

1. Assess the basic differences between budget orientations, theories, and conceptualization.
2. Examine public sector benchmarking techniques including continuous process improvement, corporate-style, performance statistics comparisons, and targeting.
3. Understand the relationship between strategic planning and budgeting.
4. Analyze and assess effectiveness and efficiency of budgetary policies and practices currently used by governmental and related nonprofit organizations.
5. Examine performance budgeting used by governmental and related nonprofit organizations including planning-programming-budgeting systems (PPBS) and zero-base budgeting (ZBB).
6. Assess and critique theories of budgeting with consideration of the political decision making process.
7. Compare and contrast line item (object-of-expenditure) budgeting and performance budgeting.
8. Assess, critique, and utilize vision with respect to current and future trends of fiscal budget policy with consideration of congressional appropriations process and fiscal restraint in the 2000s.

PA515 – Grant Writing and Administration

9. Evaluate the administration and management of the grantsmanship process.
10. Integrate the basic principles, skills, methods, and techniques of grantsmanship for public and nonprofit organizations.
11. Summarize and assess the sources of grants, types of grants available, and strategies to submit proposals for grants
12. Select the types of financial assistance available to local public agencies and nonprofit organizations.
13. Design a grant proposal on behalf of a real or hypothetical public organization.

PA 517 – Research Methods in Public Administration

1. Write a well-formed research question that develops a problem statement.
2. Integrate public administration theories using critical thinking skills.
3. Develop a testable hypothesis.
4. Collect data or research literature to test the hypothesis.
5. Critically analyze and evaluate research studies.
6. Complete an original and individual research project and paper using proper research methodology.
7. Prepare a formal presentation of a research study.

8. Compare and contrast qualitative and quantitative research methodologies.

PA522 – Psychology and Culture of Terrorism

1. Evaluate terrorism in a historic context.
2. Develop an understanding of and a sensitivity to the social-political conditions that spawn terrorist organizations.
3. Compare and contrast psychological processes that create a terrorist.
4. Evaluate the methods of terrorism.
5. Critically analyze the most serious contemporary terrorist threats
6. Describe the psychological impact of terrorist activities.
7. Explore counter-terrorism strategies through creative problem-solving.

PA529 – Public Policy Formulation, Implementation, and Assessment

1. Analyze and explain the difference between market models versus political models.
2. Develop research designs to determine impact of policy reform on internal and external validity of data included in policy deliberations.
3. Analyze political and rational policy goals by examining survey data.
4. Describe normative assumptions underlying a policy by examining program research and cost benefit analysis.
5. Determine relevance to situational context of policy by examining situational relevance.
6. Determine prioritization of policy goals as it relates to societal choice by examining policy instrumental to existing societal goals.

PA530 – Public Policy and Healthcare

1. Assess and evaluate strategies for effective healthcare planning
2. Summarize policies that oversee community health problems with non-medical interventions
3. Design strategies that pertain to the role of the manager of a healthcare facility in making effective decisions for change or adaptation, in a responsive and accountable manner.
4. Evaluate case methods in challenging realistic situations in a health care setting.
5. Select criteria to assess health care programs substantiated by their evidenced based management practices.
6. Evaluate case methods in challenging realistic situations in a health care setting.
7. Assess and evaluate problem areas in a health-care management policy and develop action alternatives based on best practices.
8. Design strategies that pertain to the role of the manager of a healthcare facility in making effective decisions for change or adaptation, in a responsive and accountable manner.

PA 531—Health Care Systems

1. Identify and define the components and element the American health care system.
2. Discuss the external forces that have shaped, and are shaping, the health care system.
3. Evaluate the proposed reforms for the health care system.
4. Discuss the major strengths and weaknesses of the current system
- 5, Define and apply the terminology of health care.

PA532 – Public Sector Personnel Administration

1. Analyze and understand development of civil service.
2. Compare and contrast differing models of personnel management.
3. Examine current personnel management practices and formulate plans for improvement.
4. Assess the current state of labor-management relations in the public sector.
5. Interpret and demonstrate differences between federal and state, and state to state personnel management programs.
6. Analyze pressures for pay reform in the public sector.
7. Analyze and formulate a performance appraisal system in the public sector that promotes organizational goals.
8. Generalize from the readings issues relating to EEO and affirmative action programs in the public sector.
9. Assess and verify importance of diversity programs.
10. Examine methods to manage ethics.

PA534 – Economics of the Helping Professions

1. Identify the changing nature of Economic variables and environment and evaluate and describe the nature of a market system
2. Contrast and compare various pricing decision
3. Analyze elasticity and pricing decisions under different economic environments and identify the factors relevant for a demand analysis
4. Evaluate the competition within the various markets and market structures for the helping professions and their funding sources and various pricing/output decisions in the various markets
5. Analyze the methods used for allocating funds and other assets in the public and private sectors of the helping professions and to to evaluate the regulation and political factors of resource allocation to the helping profession markets and institutions
6. Evaluate and discuss the reform measures in the helping industry and to identify and analyze the recent developments and their affects on the helping industry
7. Evaluate the trends past and future, of the helping industry
8. Conduct original research in the areas of concern to the helping professions

PA535 – Counter-Terrorism

1. Evaluate global patterns of terrorism and global counterterrorism approaches to combating terrorism.
2. Critically analyze the application of U.S. counterterrorism methods and operations to defeat terrorism.
3. Analyze a terrorist organization including its' purpose, leadership, area of operation, strength, tactics, funding, operatives, and supporters.
4. Compare and contrast historical and recent clandestine terrorist operations and identify shortcoming and weaknesses of Western nation's counterterrorist operations to prevent these attacks.
5. Compare and contrast historical and recent counterterrorist (CT) operations to identify shortcoming of CT operations against narco-terrorism and suicide bombings.
6. Understand the various challenges to countering terrorism in a democratic society.
7. Critically analyze the preemptive strategy to combat terrorism
8. Develop and evaluate a counterterrorist operational plan to protect the homeland against future acts of terrorism.

PA536 – Legal Environment of the Helping Professions

1. Identify, explain, and analyze the evolution of the legal status and liabilities of legal entities utilized in the helping professions, as well as the essential substantive and procedural underpinnings of the American legal system.
2. Identify, explain, analyze, and apply tort, criminal, contract, and antitrust law to situations commonly encountered in the helping professions, as well as to develop and implement strategies and procedures to minimize tort, criminal, contractual, and antitrust liability.
3. Identify, explain, and analyze the impact of procedural statutes, regulations, and court rules governing civil practice on helping profession procedures, as well as the reasons for using certain types of legal entities for licensure, taxation, and liability purposes.
4. Identify, explain, analyze, and apply statutes and regulations impacting various types of medical staff and departments, including licensure requirements, as well as to develop and implement procedures to insure compliance with these requirements.
5. Identify, explain, analyze, and apply statutes and regulations impacting required records, records management, records retention, records access, informed consent, and reporting requirements, as well as to develop and implement procedures to insure compliance with these requirements.
6. Identify, explain, analyze, and apply ethical and legal concepts and requirements concerning issues of procreation, patient rights, and AIDS, as well as to conform

- with general health care ethical requirements including codified ethical requirements relating to licensure.
7. Identify, explain, analyze, and apply the law of insurance to a variety of common factual scenarios presented to practicing members of the helping professions in order to minimize potential institutional and individual liability and maximize insurance utilization.
 8. Identify, explain, analyze, and apply the law of labor relations, including state and federal discrimination and collective bargaining statutes, regulations, and court decisions, to labor relations scenarios commonly encountered by the helping professions to avoid institutional and individual liability and to resolve labor disputes in an efficient and positive manner, including labor relations issues presented by managed care and organizational restructuring.

PA538 – Healthcare Financial Management

1. Differentiate between investor-owned healthcare entities and nonprofit healthcare entities.
2. *Prepare the basic financial statements* commonly used by investor-owned and nonprofit healthcare entities.
3. *Interpret the basic financial statements* commonly used by investor-owned and nonprofit healthcare entities.
4. *Assess the financial performance* of a healthcare entity.
5. Measure the effect of time on cash flows.
6. Choose among investment alternatives for healthcare entities.
7. *Analyze costs*, differentiating fixed, variable, and mixed costs.
8. Choose among pricing for services alternatives.
9. *Choose among long-term financing alternatives* for healthcare entities.
10. Formulate financial plans for healthcare entities.

PA540 – Information Systems and Public Management

1. Determine role of IT in organizational strategy
2. Understand the fundamental principles of database design and development
3. Understand the need for a software development methodology
4. Identify the key components of effective Systems Analysis
5. Explain the role of Information Technology in Public Administration
6. Recognize how public Information Technology systems differ from public ones
7. Determine the need of public organizations to protect sensitive data
8. Identify government systems that have the capability to eavesdrop on citizens
9. Enumerate software tools that can aid the Public Manager
10. Understand the nature of Decision Support Systems
11. Understand the rights and responsibilities of management with regards to information privacy

BA542 Managerial Statistics

1. Summarize key concepts in statistics
2. Select appropriate measure of central tendency & variability in a set of data.
3. Evaluate shape of data distribution.
4. Assess the probability of various events using basic rules of probability.
5. Estimate confidence intervals based upon sample statistics.
6. Estimate probability based upon normal distribution
7. Set up hypothesis testing steps for large sample data.
8. Set up hypothesis testing steps for small sample data
9. Compare applications of ANOVA and Chi-square in decision making

PA543 – Emergency Management: Planning and Response

1. Develop an understanding of the theory and practice of strategic and operational planning for emergency response.
2. Evaluate the National Response Framework (NRF) and locate information within the NRF.
3. Recognize the principles of emergency management, identification and communication, coordination of resources and public education issues.
4. Examine organizational aspects of emergency management
5. Critically analyze contemporary concepts of disaster planning and response from governmental and private sector perspectives given different disaster scenarios.
6. Evaluate major issues and policy responses necessary to achieve coordination of national and local emergency management agencies.

PA544 – Productivity Improvement in Government

1. Synthesize a working definition of productivity improvement.
2. Evaluate barriers and challenges to productivity improvement.
3. Design ethical considerations into productivity improvement.
4. Evaluate characteristics of high performance teams.
5. Assess indicators of external stakeholder relations problems
6. Assess indicators of internal problems.
7. Design measures.
8. Evaluate implementation processes.
9. Assess customers and customer satisfaction in public and nonprofit organizations.
10. Construct continuous process improvement techniques.
11. Design ethical considerations into productivity improvement.
12. Evaluate community based strategic planning.
13. Synthesize partnering with public and nonprofit organizations.

14. Evaluate issues related to privatization of government as tools of productivity improvement.

PA 545-- Labor Relations and Conflict Resolution in the Public Sector

1. Define and utilize the various types of alternative dispute resolution.
2. Explain the historical development of labor relations in the public sector.
3. Appreciate the complexity and issues of managing when the labor relationship is governed by labor agreement, laws, court opinions and regulations.
4. Identify and discuss the various perspectives on conflict

PA548 – Advanced Issues in Public Management

1. Analyze and Evaluate Current Issues in Public Management
2. Formulate and Evaluate Decision-Making Theories of Public Management
3. Analyze the Issues of Hiring, Compensation and Termination of Public Employees
4. Analyze Theory and Practice of Public Management in the Context of Intergovernmental relations.
5. Evaluate the Role of Independent Regulatory Agencies
6. Analyze Cooperation Between the Public and Private Sectors
7. Assess the Role of Whistleblowers
8. Formulate a Possible Future of Public Management.

PA550 – Advanced Criminal Procedure

1. Identify and evaluate the necessity for designing, implementing, and monitoring procedures designed to insure the production of relevant and admissible evidence and avoidance of civil liability.
2. Identify, explain, analyze, synthesize, and apply the concept of probable cause, along with the law requiring arrest and search warrants and also providing exceptions to the warrant requirement, to design, select, implement, and monitor procedures and actions to insure compliance with Fourth Amendment requirements and avoidance of the exclusionary rule.
3. Identify, explain, analyze, synthesize, and apply the law governing reasonable cause, administrative justification, along with the laws governing interrogations, to design, select, implement, and monitor procedures and practices to insure compliance with the requirements of the Fourth and Fifth Amendments.
4. Evaluate and apply the law governing identification procedures, along with the law regarding the competency and relevancy of lay testimony, as well as the topics and requirements for the admissibility of expert testimony.
5. Evaluate and apply the rules of evidence to real, demonstrative, and documentary evidence to insure its admission and effectiveness in criminal prosecutions.
6. Summarize, arrange, and effectively manage the processes, and the order of the processes, leading up to trial in criminal prosecutions.

7. Effectively prepare and manage evidence and witnesses at criminal trials, as well as to participate in plea negotiations, and to design, implement, monitor, assess, and revise policies and processes to insure effective negotiation and trial results.
8. Prepare for and participate in sentencing, probation, and parole violation hearings, as well as to create, evaluate, and revise procedures to minimize the potential for successful post-trial motions and habeas corpus petitions.

PA552 – Correctional Systems Issues and Policy

1. Summarize the role and purpose of correctional instructions.
2. Evaluate the philosophy and goals of retribution, deterrence, incapacitation, rehabilitation.
3. Summarize the various constitutional rights afforded prisoners; including the types of sentences.
4. Judge the purpose of offender classification and list the different classifications.
5. Summarize the history, development, and current organization of probation and how it affects the community
6. Measure how the race of a defendant affects incarceration
7. Judge the various determinates for incarcerating women
8. Appraise the corrections system from a management perspective and list the programs available
9. Judge the effectiveness of the death penalty under the standard of an evolving and maturing society
10. Evaluate the various criteria used in incarcerating juveniles

PA554 - Theories of Crime and Public Policy

1. Compare and contrast concepts and key terms of crime and criminal behavior.
2. Assess theories of crime and sociological principles as applied to public policy to reduce crime.
3. Analyze the relationship between scientific analysis of crime and the formation of public policy.
4. Evaluate public policy and proposals to reduce crime. Identify how public policy can reduce crime and crime rates.
5. Compare and contrast juvenile justice policies to deter and prevent crime.
6. Summarize criminal justice planning process to improve the effectiveness of policing, adjudication, and corrections.
7. Critically analyzes the impact of the media on crime policy issues and examine public policy to prevent crime.

PA555 – Critical Infrastructure: Vulnerability Analysis and Protection

1. Critically analyze various definitions of critical infrastructure and explain the major challenges to critical infrastructure protection.
2. Evaluate the history of infrastructure protection and critically analysis the National Infrastructure Protection Plan (NIIP).

3. Evaluate network theory and its application to specific sectors and interdependencies among the critical infrastructure systems.
4. Critically analysis a vast system such as the telecommunications infrastructure sectors using network theory and the steps in Model Based Vulnerability Analysis and analyze the strengths and weaknesses of an application of MBVA to that infrastructure system.
5. Evaluate major components, hubs, and links, vulnerabilities, major threat scenarios, and best practices for each of the infrastructure systems covered in this course.
6. Formulate a strategy for protecting the sector by various means: target hardening, regulatory policies, or restructuring of the sector.
7. Identify and evaluate the major challenges to critical infrastructure protection.
8. Examine the best use of resources to reduce vulnerabilities and minimize financial risk and how the economic characteristics of an infrastructure system affect its vulnerability.
9. Formulate policies that improve the safety of each critical infrastructure sector within state and local multi-jurisdictional regions.

PA556 – Constitutional Law: Civil Liberties

1. Assess the integrated structures of the U.S. Constitution.
2. Compare and contrast the functions of the three separate branches of the federal government.
3. Discriminate legally justified police actions from unjustified police actions.
4. Explain required prerequisites to perform specific law enforcement actions.
5. Assess the holdings of judicial decisions interpreting a constitutional amendment.
6. Interpret the meaning of a legal concept.
7. Summarize available legal defenses for alleged civil rights violations committed under color of authority.
8. Discriminate between personal conduct of employees that can and cannot be publicly regulated in the government workplace.

PA558 – Psychology of Criminal Behavior

1. Appraise the current definitions of criminal behavior, juvenile delinquency, deviant behavior to determine relevancy is a complex socioeconomic system. Integrate the various theories of human behavior (biological, psychological, sociological etc.) to formulate a coherent theory of why crime is committed by an individual.
2. Evaluate the most common mental illnesses associated with criminal behavior to assess the degree to which these psychopathologies contribute to or are associated with crime.
3. Evaluate solutions for the mentally ill who engage in criminal behavior.
4. Assess the degree of severity of the most serious psychopathologies that could lead to harm of persons.

5. Measure the impact that family dysfunction plays on the onset of criminal behavior. Judge current definitions of “murder” and “sexual deviance” to determine efficacy in society.
6. Rate the current success that the “war on drugs” has had in the United States and compare that success (or lack of success) with other countries’ ways of dealing with this issue.
7. Estimate the impact that so-called “victimless crime” or “less violently serious” criminal behavior has on society including organizational crime.
8. Summarize the treatment of criminal behavior that includes rehabilitation, imprisonment, and even death of offenders and judge the effectiveness of each.

PA 551--Introduction to Nonprofit Governance

1. Understand and explain the governance structure of nonprofit organizations and how that structure shapes roles, behavior, and effectiveness.
2. Explain the historical evolution of the nonprofit sector
3. Identify the various theoretical perspectives used to study nonprofit organizations.
4. Discuss the legal environment in which nonprofit organizations operate.
5. Apply various management and organizational design techniques to improve the efficiency and effectiveness of nonprofit organizations.

PA 562—Seminar in Federalism and Intergovernmental Relations

1. Understand the origins and evolution of American Federalism/intergovernmental relations
2. Identify models of Federalism and theories of intergovernmental relations
3. Discuss the role various actors play in the intergovernmental system
4. Explain how intergovernmental politics shape policy choices, policy implementation, and policy evaluation.

PA 563—Administrative Law

1. Identify and define rulemaking, enforcement, and adjudication.
2. Discuss the constitutional foundations of agency power.
3. Evaluate legislative, executive and judicial constraints on the administrative state.
4. Discuss the evolution of the administrative state and its compatibility with democracy

PA 564—Seminar in State and Local Government Management

1. Identify the values that shape the political process and public management
2. Discuss and apply theories of administration to state and local government
3. Explain how public opinion shapes management practices.
4. Describe major trends and innovations in state and local government management

PA 565—Advanced Policy Analysis and Evaluation

1. Understand and explain policy implementation and evaluation
2. Conduct, analyze and interpret cost-effectiveness and cost-benefit analysis
3. Utilize multivariate analysis in evaluation
4. Understand and apply qualitative analytical techniques
5. Understand and apply implementation theory

PA 566—Economic Development: Theory and Practice

1. Compare and contrast principle theories of economic development.
2. Discuss the intergovernmental aspect of economic development policy.
3. Understand the economic and political context of economic development policy.
4. Define the various economic development tools used by public and private officials.

PA 567—Strategic Management for Public and Nonprofit Organizations

1. Understand the value and weaknesses of strategic planning to public and nonprofit organizations
2. Describe the strategic planning process
3. Discuss the theoretical foundations of strategic management
4. Discuss the ethical issues strategic planning poses for administrators

PA 568-- Government and Nonprofit Financial Management

1. Analyze and interpret financial statements.
2. Understand financial administration in the government and nonprofit sectors.
3. Define basic finance terms.
4. Discuss the political, economic and social context of financial management in the government and nonprofit sector.
5. Explain how financial information can be used to improve decision making and as a tool for management control of the organization.

PA590 – Research Seminar

1. Write a well-formed research question that develops a problem statement.
2. Integrate public administration theories using critical thinking skills.
3. Develop hypotheses.
4. Collect data or research literature to test the hypotheses.
5. Critically analyze and evaluate research studies.
6. Complete an original and individual research project and paper using proper research methodology.
7. Prepare a formal presentation of a research study.