

Executive Master of Public Administration **Curriculum, 2011-2013, Cohort 9**

Foundation Week: Strategic Leadership and Decision Making

Foundation Week introduces concepts of strategic leadership in the public and nonprofit sectors, including the role of the leader; personal leadership styles; understanding the authorizing environment; setting vision, mission, and goals; frameworks for analyzing organizational environments; connecting strategic and operational planning to mission and purpose; establishing value; and placing the modern organization in regional and global economies.

Executive Decision-Making

To make effective and reasonable decisions, senior leaders must correctly define the question at hand, harness relevant data, and use reason and information to support and explain their decisions. This module examines the relationship between leading and good decision making using modern tools and techniques, including benefit cost analysis, prospective analysis, and the use of models, expert knowledge, and statistical data in decision making.

Strategic Financial Management I

This module examines state, local, and nonprofit financial management and analysis, including the political contexts and economic forces that cause shifts in sources of revenue and types of financing for public and nonprofit groups. Focus areas include true cost analysis, financial statement analysis, role of surplus and debt, full cost accounting, cost and resource allocation, and breakeven analysis.

Executive Economics

This module covers the principles of economic theory and the vocabulary supporting that theory. It begins with an introduction to the questions, methods, and perspective of microeconomics and markets, and concludes with a brief overview of how those markets are connected globally and affected by fiscal and monetary policy at home and abroad.

Strategic Financial Management II

The second module on strategic financial management focuses on alternative forms of organizational financial structure, managerial applications of financial accounting and budgeting, financial analysis techniques, performance budgeting, and debt management. The module will also examine strategic financing linked to contracting, multiple forms of privatization, social enterprise, and managing multiple revenue streams.

Mission Integrity

This module utilizes performance measurement methods to integrate organizational mission with outcomes assessments and internal organizational culture and communication. The module concepts include benchmarking; designing scorecards and other measurement instruments; setting targets; developing performance measures; aligning organizational performance; integrating individual performance; creating an organizational culture focused on results; and reporting results to the public.



Values and Personal Integrity

This module examines the values that shape service for the common good. It creates the opportunity to reflect upon one’s core values and their relation to leading. The module focuses upon the relation between personal integrity and institutional integrity. It examines the nature of value driven leadership and how to integrate values into leading and institutional culture. The course addresses issues of how to lead in a way that integrates strong ethical values into organizational design and leadership strategies. Particular attention will be the implications of making respect and dignity core values of leading in organizations.

Leading for Human Development

Managers must understand how to develop the type and quality of relationships needed for optimal organizational performance. Options and tactics for foundational managerial moments like motivating, hiring, firing, and building workplace culture will be examined as they relate to creating a culture of human growth in the workplace.

Leading Across Boundaries

Modern governance depends on the cooperation of the public, nonprofit, and private sectors, and on connecting diverse individuals with different learning styles, genders, and ethnicities. This module addresses managing these complex connections through networks, contracting, communication, and building common understandings and learning in ways that are respectful and effective.

Negotiation and Mediation

This module addresses theory and practice of negotiation in two-party, multi-party, and multi-issue situations. Structural analysis, interest identification, power and dependence, dispute resolution, interest-based bargaining, perceptions of conflict, and methods of resolution are examined and practiced. There is opportunity to explore the techniques and nuances of negotiation most useful to a manager working in a complex public service or nonprofit environment.

Strategic Communication

The theory and practice of effective communication, including speech, memoranda, and working with broadcast media are the emphasis in this module. Philosophy and ethics of persuasion in public and nonprofit sectors, psychology of compliance, advocacy, and motivational facets of leadership will also be explored.

Strategic Policy-Making

This module incorporates how to analyze and map policies to create sustainable outcomes over time. It integrates the insights gained from previous modules in the program. Focus areas include budget and economic analysis in policy formulation, analyzing stakeholders and windows of opportunity, political mapping, and coalition building.

Leading for a Legacy

The last module analyzes the values related to commitment and leading by examining leaders as leaving legacies. Using earlier insights and cases in the program, it identifies creating organizational culture as the touchstone of institutional legacies. It focuses upon how leaders affect legacy in multiple dimensions of life through how they enter, sustain, and leave organizations. It serves as the capstone of the program.

