

# PROFESSIONAL STUDIES PUBLIC LEADERSHIP (PSPL)

## Explanation of Course Numbers

- Courses in the 1000s are primarily introductory undergraduate courses
- Those in the 2000s to 4000s are upper-division undergraduate courses that also may be taken for graduate credit with permission and additional work assigned
- Those in the 6000s and 8000s are for master's, doctoral, and professional-level students
- The 6000s are open to advanced undergraduate students with approval of the instructor and the dean or advising office

### **PSPL 5099. Variable Topics. 1-99 Credits.**

#### **PSPL 6201. Mastering Multi-Sector Leadership. 3 Credits.**

There are a number of topics and areas where the interests of business, government, and the non-profit sectors overlap. Often, these areas of overlap highlight challenges and opportunities that cannot be fully addressed by one sector alone. Yet, the performance of each sector depends to some degree on the successful resolution of these issues. It is a situation that requires leaders who are able to engage and mobilize people and organizations across sectors. The purpose of this course is to introduce you to the multi-sector landscape and to provide you with an interdisciplinary framework you can use to effectively mobilize individuals and organizations across sectors. Using case studies and simulations the course will explore the core challenges and opportunities facing multi-sector leaders in business, government, and in the non-profit sector. The course will stress the need for you to look outside of your immediate organizational environment and to take a broader view on the identities, incentives, and social roles that influence attitudes and behavior across sectors. Restricted to Limited to PSPL students.

#### **PSPL 6202. Policy Issues and Analysis. 3 Credits.**

This course is intended to prepare leaders to effectively conduct and lead policy analysis efforts, and to be a more informed consumer of policy findings and recommendations prepared by others. As such, it will focus on the process of developing policy recommendations, and approaches and tools useful in implementing and evaluating public policy. A variety of approaches will be used to strengthen students' understanding of the foundational concepts of policy analysis, the analysis process, and the techniques and tools required to effectively implement that process. This will include readings, lecturates, case studies, whole class/small group discussions, examination of current policy issues in the news, reflections on personal experience, and application of the policy analysis process to real world issues. There will also be exploration of some the critical competencies that today's leaders need to effectively contribute to the policy analysis process (e.g. critical thinking, executive perspective, team leadership/influence). Particular emphasis will be placed on understanding how these concepts apply in organizational situations.

#### **PSPL 6203. Leading in a Digital Environment. 3 Credits.**

#### **PSPL 6204. Politics of Organizational Leadership. 3 Credits.**

#### **PSPL 6205. Intergovernmental Relations. 3 Credits.**

#### **PSPL 6206. Public-Private Partnerships and Contract Management. 3 Credits.**

#### **PSPL 6211. Results-Based Performance Management Systems. 3 Credits.**

#### **PSPL 6212. Managing Multisector Workforce. 3 Credits.**

#### **PSPL 6213. Performance-Based Financial Management. 3 Credits.**

#### **PSPL 6221. Organizational Process Improvement Methodologies. 3 Credits.**

#### **PSPL 6222. Organizational Process Analysis. 3 Credits.**

#### **PSPL 6223. Organizational Process Design. 3 Credits.**

#### **PSPL 6224. Process Improvement Research Project. 3 Credits.**

**PSPL 6301. Fundamentals of Organization Performance Improvement. 6 Credits.**

In-depth instruction on the Lean Six Sigma approach to organization performance improvement and appropriate uses of a variety of its analytical methods and tools. Students are required to complete a Lean Six Sigma application project and pass all examinations with a score of 80% or better. Students completing all requirements earn a Green Belt Certificate for proficiency in Lean Six Sigma methods and applications. Recommended background: Currently working in an organization. Credit cannot be earned for this course and PSPL 6222, PSPL 6223.

**PSPL 6302. Leading Organization Performance Improvement Initiatives. 3 Credits.**

Approaches for designing organization performance improvement initiatives and criteria for selecting the most effective approach for the intended initiative. Organization dynamics and change processes considered toward crafting a strategy for leading the changes required by the initiative. Methods and tools for planning and managing each phase of the change initiative. Application of concepts and skills to the design and development of Lean Six Sigma Black Belt projects that are implemented in subsequent courses. Recommended background: currently working in an organization.

**PSPL 6303. Advanced Methods for Organization Performance Improvement. 3 Credits.**

Advanced methods for data gathering, analysis, problem definition, and conducting and documenting performance improvement experiments. Change management strategies, experimental process design and tests, use of pilots and "sandboxes," and user-centered design principles. Black Belt-level change initiatives, performance improvement design criteria, and change management and organization engagement strategies. Students are required to begin leading an initiative and implementing changes resulting in documented benefits as well as passing all examinations with a score of 80% or better. Prerequisite: PSPL 6301. Recommended background: Currently working in an organization.

**PSPL 6304. Advanced Applications in Organization Performance Improvement. 3 Credits.**

Students learn tools for pulsing the organization to test the effectiveness of their approaches and assess the degree of support from key leaders. Students are encouraged to adopt an evolutionary design perspective and modify their solutions continuously based on feedback and results achieved--documented benefits in cost savings, process speed increases, enhanced customer satisfaction, and revenue enhancements. All examinations must be passed with a score of 80% or better. Students present their final project reports and receive feedback from faculty and a team of peers. Those who complete all requirements with a grade of B or above will earn a Black Belt Certificate demonstrating proficiency in using advanced Lean Six Sigma methods and processes to lead organization performance improvement initiatives. Prerequisites: PSPL 6301 and PSPL 6303. Recommended background: Currently working in an organization.