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YOUR WAY TO THE WORLD

Master of Public Administration Program

Organizational Behavior in Public Administration

Faculty: Dariush Khaleghi, 425 999 0306 (message), khaleghd@evergreen.edu

Class Schedule: Oct 19-21, 5-9p Fri, 9a-5p Sat/Sun

Location: SEMII E3109

MPA Mission Statement:

Our students, faculty and staff create learning communities to explore and implement socially just, democratic public service. We think critically and creatively; communicate effectively; work collaboratively; embrace diversity; we value fairness and equity; advocate powerfully on behalf of the public; and imagine new possibilities to accomplish positive change in our workplaces and in our communities. **“Be the Change.”**

Course Description and Learning Goals:

Organizations fail or succeed because of their people. When it comes to effective leadership, understanding and managing human behavior is the real business. This course explores how individuals and groups behave and interact with each other to achieve organization’s mission. It equips students with the theory, research, and skills necessary to become more effective leaders and managers in today’s evolving organizations. The primary objective of this course is to help students apply key concepts and practices of organizational behavior to lead, motivate and engage their employees and teams, create sustainable change and leverage human resources more effectively. To assist students with linking theory to practice and thinking critically, skill-based assessments, role-plays, case analysis and team activities have been incorporated into this course.

Required Text:

1. Denhardt, R. B., Denhardt, J. V. & Maria P. Aristigueta, M. P. (2015). *Managing Human Behavior in Public and None Profit Organizations* (4th ed.). Sage Publications, Inc. Thousand Oaks, CA. ISBN: 978-1483359298.

Optional Texts:

1. Perkins, S. J. & Arvinen-Muondot , R (2013). *Organizational Behaviour, People, Process, Work and Human Resource Managemen*. Kogan Page, Philadelphia, PA. ISBN: 978-0749463601.



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2. Daniels, A. (2014). *Performance Management: Changing Behavior that Drives Organizational Effectiveness (5th addition)*. Performance Management Publications. Atlanta, GA. ISBN: 978-0937100257.

Assignments:

1, Reading (Complete Before Class):

- Ch 2. Knowing and managing yourself
- Ch 3. Creativity and Innovation in the Public Sector
- Ch 4. Managing Stress
- Ch 5. Motivation and Engagement
- Ch. 6. Leadership in the Public Sector
- Ch 8. Power and Organizational Politics
- Ch. 9 Organizational Change

2. Post Your Bio Assignment in Canvas (Complete Before Class):

Students are required to post a short bio. Please, include the following items to your bio:

- Name, organization you work for and the leadership role you play
- Previous experience in leadership, management and or supervision
- Examples of employee dysfunctional behaviors you have faced as a leader
- The adverse impact of those behaviors to your organization
- And, what you typically have done to correct those behaviors

3. Final Action Plan or Creative Insights Presentation:

It is required that students write down and present their top five creative insights, takeaways and actions they'll plan to take to improve their leadership and team effectiveness on the afternoon of the last day of this course. No specific format is required for this presentation. Be creative!



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Class Schedule and Agenda: The Agenda is Tentative and Might Change.

Day - Time	Class Agenda
Oct 19 5 – 9pm	<ul style="list-style-type: none">• Introduction• Community Building Activity• Video: Great leadership starts with self-leadership by Lars Sudmann• Discuss Syllabus/Experiment-Based Learning• Seminar: Ch 2: Knowing and Managing Yourself• Activity: Where Do We Begin?• Group Activity: Thinking in Action!• Closing Thoughts
Oct 20 9am – 5pm	<ul style="list-style-type: none">• Check In• Creativity Exercise• Seminar: Chapter 3: Fostering Creativity and Innovation• Individual Activity: Where Do We Begin?• Group Activity: A Creativity Challenge: A Case Study• Write Down Insights/Takeaways/Actions: 5min <p>Lunch: 1 Hr</p> <ul style="list-style-type: none">• Video and Discussion: Behavioral effects of stress: Processing the Environment• Seminar/Sharing Insights from Reading Chapter 4: Managing Stress• Individual Activity: Where Do We Begin?• Group Activity: Thinking in Action!• Write Down Insights/Takeaways/Actions: 5min <p>Break:15 min</p>



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	<ul style="list-style-type: none">• Seminar: Chapter 6: Motivation and Engagement• Individual Activity: Where Do We Begin?• Group Activity: Thinking in Action!• 5 Min Time to Write Down Insights/Takeaways/Actions• Closing Thoughts
Oct 21 9am – 5pm	<ul style="list-style-type: none">• Check In• Group Activity: What are the differences between public and private leadership (i.e., definitions, mission and goals, users and clients, finance, etc.)• Seminar: Chapter 7: Leadership in Public Organizations• Individual Activity: Where Do We Begin• Group Activity: Thinking in Action!• Write Down Insights/Takeaways/Actions: 5min <p>Lunch: 1 Hr</p> <ul style="list-style-type: none">• Group Activity:• Seminar: Chapter 8: Power and Organizational Politics• Individual Activity: Where Do We Begin?• Group Activity: Thinking in Action!• Write Down Insights/Takeaways/Actions: 5min <p>Break:15min</p> <ul style="list-style-type: none">• Video and Discussion: VUCA Leadership• Seminar: Chapter 9: Organizational Change• Individual Activity: Where Do We Begin?• Group Activity: Thinking in Action!• Write Down Insights/Takeaways/Actions: 5min• Presentations



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Participation & Attendance: Students are required to attend each class meeting. Participation includes focusing on class content, being engaged in class and seminar, listening to others, taking notes, completing class interactive exercises, avoiding distractions, and listening to and dialoging with the guest speakers.

Credit: Students will receive 2 graduate credits at the completion of each quarter if all course requirements have been satisfactorily completed to meet course objectives. No partial credit will be awarded. Incompletes may be offered on case-by-case basis. Refer to the MPA student handbook. Academic dishonesty and plagiarism (i.e., using other peoples' work as your own, see MPA Handbook for more), failing to complete one or more assignments completing more than one assignment late, or multiple absences may constitute denial of total credit. Students will be evaluated based upon their progress towards the learning goals, assessed from classroom, seminar, and assignment performance. Students at risk of losing credit will receive written notification prior to the end of the term.

Evaluation: Written self-evaluations and a faculty evaluation are required for credit at the end of each quarter, along with faculty evaluations of students.

Accommodations: To request academic accommodations due to a disability, please contact the office of Access Services for Students with Disabilities (867-6348 or 6364). Information about a disability or health condition are regarded as confidential. Please refer to TESC's Students With Disabilities Policy [here](#).

Other Expectations of Students and Faculty: We commit to promoting a cooperative, supportive atmosphere within the community; give everyone opportunity for self-reflection and expression; use high standards in reading the text and preparing our papers, lectures, and comments in seminar; handle all disputes in a spirit of goodwill; respect our differences; and, discuss any problems involving others in the learning community directly with the individuals involved.

We abide by the social contract, the student conduct code and the non-discrimination policies and procedures at TESC. See the college's Student Conduct webpage for more.

All students are expected to support and contribute to a well-functioning MPA classroom learning community. Behavior that disrupts the learning community may be grounds for disciplinary action, up to and including dismissal from the MPA program.



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Communicating with Each Other: Email and Canvas are our primary means of communication. You are responsible for checking your Evergreen email and Canvas regularly

Insight-Based Learning:

