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Introduction to the Management and Public Service Program (MAPS) 1977

Nova University

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INTRODUCTION TO THE
MANAGEMENT AND PUBLIC SERVICE PROGRAM (MAPS)

NOVA UNIVERSITY

AUGUST 1977
Welcome to the Nova University Graduate Program in Public Administration (GPPA). In several respects this Program is significantly different from other academic programs in which you have participated.

One of the distinctive features of the Nova Program is that the Program is not bound to a precise calendar schedule. A cluster may start in any area at any time, provided sufficient participants are enrolled. Some of you have enrolled in a cluster that may not be scheduled to begin for several months. An orientation meeting will be scheduled when twenty or more participants are enrolled (with the expectation that additional participants will enroll by the time the first regular meeting is held). The first cluster session will begin approximately four to six weeks later (when at least 25 participants have enrolled). You will find it helpful to read this Introduction at your earliest opportunity, and you will find it advantageous to begin preparation for the Program as soon as possible.

I. ENROLLMENT

Those who have been provisionally approved may proceed in the Program. Consideration of your application is the responsibility of the Admissions Committee, and the formal notification that the participant has been accepted is sent from the Registrar's Office.

Certain documents are required: (a) the application form; (b) the essay, a typed statement concerning your career objectives and related matters; (c) official transcripts of your academic record; and (d) a check in the amount of $100. The Admissions Committee will not reach any decision without (a), (b) and (d). A provisional decision may be made while waiting to receive the transcripts, since the assumption is made that you have given correct information about your academic record. However, the final admission requires a full set of documents; it is your responsibility to see that the Registrar's Office receives them. Upon receipt of all documentation, automatically your status will be changed from tentative approval to final approval. The Registrar's Office will contact you if all the documents have not arrived within a reasonable time.

II. TUITION

The total tuition for the full MAPS Program as of July 1, 1977 is $2,520 which includes the sequences of Part I and Part II and the workshop. Full tuition information is included on the tuition schedule.
The total tuition fee for the full MAPS Program as of July 1, 1977 is $2,520 including books. The Program includes six modules and one National Workshop and extends approximately 18 months. Expenses for the weekend cluster sessions and workshops (i.e., travel, food, lodging, etc.) must be borne by the participant.

There are two payment options available.

**Option I - Multiple Payment Plan**

<table>
<thead>
<tr>
<th>Event</th>
<th>Payment ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upon Application</td>
<td>$100.00</td>
</tr>
<tr>
<td>Before first regular cluster meeting (Module 1, Unit 1)</td>
<td>$350.00</td>
</tr>
<tr>
<td>Before fourth regular cluster meeting (Module 2, Unit 1)</td>
<td>$350.00</td>
</tr>
<tr>
<td>Before seventh regular cluster meeting (Module 3, Unit 1)</td>
<td>$350.00</td>
</tr>
<tr>
<td>Before tenth regular cluster meeting (Module 4, Unit 1)</td>
<td>$350.00</td>
</tr>
<tr>
<td>Before thirteenth regular cluster meeting (Module 5, Unit 1)</td>
<td>$10.00</td>
</tr>
<tr>
<td>Before sixteenth regular cluster meeting (Module 6, Unit 1)</td>
<td>$10.00</td>
</tr>
</tbody>
</table>

**Total** ........................................... $2,520.00

**Option II - Two Payment Plan**

Those who pay a total of $1,210 (including $100 tuition deposit) prior to Unit 1 and $1,210 prior to Unit 4 are receiving a $50 discount for each payment. The full tuition for those using this option will be $2,420, (or a total discount of $100 from the full tuition).

If half payment of $1,210 is not received before the first cluster meeting, Option I will be in effect.

The tuition structure is subject to change. However, such changes are applicable only to those who enroll after the date of change. Those who are enrolled in the program are guaranteed the tuition will remain unchanged throughout the duration of the Program. Those who require more than 24 months to complete the requirements for the MAPS Program may continue to work for their degrees by a payment of $250 per year (or partial year) of additional enrollment.

**Refunds**

If a cluster does not form within nine months of application, the $100 tuition deposit is refundable upon request. If a candidate withdraws in writing before the orientation meeting, the $100 deposit is refundable. Note: This policy is in effect regardless of date of application. If a participant makes a tuition payment, and withdraws from the Program, tuition for those units not attended in any part will be refunded upon return of course materials and written request to the Registrar's Office.

**Billing**

This fee schedule constitutes notification of payment due dates. Payments are not contingent upon additional notification. Participants who do not submit payment due by the appropriate date will receive a notice from the Controller's Office that payment must be submitted within thirty (30) days or the participant will be dropped from the Program, and his account may be turned over to a collection agency. In order to re-enroll in the Program a $50 reinstatement fee will be payable prior to resuming program activities. Reinstatement requires a participant's account be converted to the fee schedule currently in effect.

All payments must be consummated according to this schedule. No exceptions will be made for delayed loan or V.A. applications. The Registrar's Office will assist you in filing loan/V.A. forms; however, tuition payments are not contingent upon when you receive your money.

A $50 cluster transfer fee will be assessed for active participants who wish to change clusters. (This does not apply to those requesting transfers prior to attending course conferences). All fees must be paid to date prior to a transfer being effected.

Unit/sequence make-up fees will be charged those who repeat course conferences ($50/Part 1 unit, $100/Part 2 unit), after two free make-up sessions. This fee is applied regardless of the reason for the make-up.

All inquiries regarding your account should be addressed to the Student Account Representative in the Controller's Office. Tuition policy may not be altered/waived by Program Director, Cluster Directors, or any officer of the University administration. All requests for same should be directed to the University's Board of Appeal.

**Amended:** July, 1977
PRELIMINARY PREPARATION

The Program not only presupposes a general understanding of public administration but also an academic background which includes at least introductory university courses in the social sciences, mathematics, English, and statistics, or equivalent competency in each area. Moreover, participants will wish to refresh and/or improve their competency in the several specific areas prior to the beginning of the Program.

Participants are advised to (re)-read a basic statistics text in order to be familiar with basic statistical concepts and procedures.1

Participants who have had a limited educational background in government are advised to purchase, read and study not only a recent textbook on American national government but also one on state and local government.2

Some will wish to read/consult regarding the preparation of papers.3

The Program will require extensive reading. Those who have developed the art of rapid and/or speed reading and/or skimming will be able to employ these skills to advantage.

ACADEMIC WORK

This is a strenuous Program since the participants, without interrupting their professional career responsibilities, are intending to complete their masters'-requirements within three years. This will involve not only a significant amount of reading but also a great deal of reflective thinking. The requirements include the preparation of monthly commentaries (see later section), problem cases, and job-related analytical reports (JARs). The MAPS Program is designed to provide a thorough professional education which includes familiarity with the major literature, in the field and an understanding of the nature and role of public administration in American life. The curriculum and course procedures are designed to this end so that the degree will have firm academic standing. In the final analysis, however, it is the quality and scope of the participants' contributions which is a major "input" in the educational process and correlates positively with the educational benefit he receives. The plan of study has been designed to encourage each participant to make a maximum contribution.

1 Parket, Robert, Statistics for Business Decision-Making, Random House, 1974, is one example of such a book.


3 White, D.B., Elements of Style.
ASSESSMENTS

Commentaries/Participation

Every participant is assessed each month on the commentary and class participation by the preceptor. The cluster director also assesses each month the participant's contribution to the cluster. The ratings are as follows:

- Excellent: 3
- Good: 2
- Not Passing: 1
- Not Submitted/Not Accepted/Absent: 0

In making these assessments, the preceptor/cluster director is also expected to note the strengths/weaknesses of the participants in the following:

- Preparation
- Understanding
- Application to Practice
- Analysis, Originality
- Clarity/Organization

Absence

Participants are expected to attend all the weekend conferences. Participation grades will reflect absences; generally one level per half-day missed (up to two half-days) is deducted. Participants who are absent more than one full day do not receive credit for attending, and are properly reported as "0". If the written work is of good quality and submitted on time, an occasional absence will not significantly affect the sequence average. Numerous absences or work which is below program standards will require that monthly units be made up with another cluster. Arrangements for repeating units are to be made through the cluster director in conjunction with headquarters. It is clearly to the participant's advantage to avoid the need to repeat units. ALL COMMENTARIES (AND RELATED ASSIGNMENTS) MUST BE SUBMITTED FOR UNATTENDED SESSIONS.

Participants may audit course conferences with other clusters at any time to gain the educational benefit of sessions which they have missed. The cluster director should be contacted prior to auditing a session. There is no charge for auditing, and no assessment will be forwarded/recorded.
**Study Teams (Sub-Cluster Groups)**

Participants will form study teams which meet several hours (two or more times) during the month, not only to review the reading and consider and major issues, but also to criticize case problems and JARs. These have proven to be an invaluable part of the educational Program.

**Individual Study**

The scheme of work stresses the need for intense prior preparation through individual study based on the curriculum statements (an introductory statement prepared by a recognized authority in the subject field), assigned reading and supplemental reading selected by the participants. Preparation time will depend on one's background, ability to read rapidly and selectively, and understanding of what one has read.

Nova provides participants with the basic reading materials. Before the end of each cluster conference, participants will receive the reading material for next month's conference. (For some sequences the material for the entire sequence may be supplied at one time). This consists of a curriculum statement, prescribed reading materials, and suggestions for further reading. Nova reserves the right to change required reading lists at any time. Revisions may occur since efforts are made to obtain the best and most current selections possible or due to delivery schedules and current stock of publishers. In addition, participants are expected to read books and articles related to their specific interest and particular field. Participants are encouraged to join the American Society for Public Administration (ASPA), which carries with it a subscription to its journal, Public Administration Review. Participants with specific interests will also wish to follow developments in their own fields. For example, urban administrators who do not already belong to the International City Management Association (ICMA) will find it advantageous to belong and subscribe to its publications.

**COMMENTARIES**

Each participant will prepare a commentary in preparation for each monthly session.

The commentaries are a unique feature of the Nova Program. They serve several purposes. One is to encourage the participant to read the literature critically and to consider the issues before each monthly conference. A second is to provide the preceptor a basis for determining participant interest and expertise, which will be instructive in guiding the discussion so as to utilize the participant's education and experience. A third function is to provide one means of continually assessing each participant's performance.

The principal purpose of the commentary is to stimulate your consideration of the assigned topic readings to help you add your reactions and experience in the discussion of the scheduled topic at the weekend sessions.
GLOSSARY OF TERMS

ANALYSIS & DECISION MAKING MODULES. Analysis and Decision-Making I includes the case problem, first JAR and first Workshop. Analysis and Decision-Making II includes the second JAR and the second Workshop.

CASE PROBLEM. A problem-case, as the term is used in this program, is the description of a situation which was (or is) judged to require remedial action by one or more public officials or administrators.

CLUSTER. A group of participants who commence the program at a given location and continue to meet together through the sequences of the program.

CLUSTER DIRECTOR. In charge of cluster arrangements and communications with the Nova GPPA office, and has an educational role with the Preceptor in course conference.

COMMENTARY. A paper of 8-15 pages prepared regularly by each participants, and submitted one week in advance of each course conference, presenting the participants' thoughtful reaction to the unit curriculum.

COMPREHENSIVE ASSESSMENT. A written examination used to evaluate the participant's educational achievement during the course given at the conclusion of Sequence Six to all candidates, DPA as well as MPA.

COURSE CONFERENCE. A two-day meeting of participants, the preceptor and the cluster director during which the subject of the unit is studied intensively.

CURRICULUM STATEMENT. The introductory essay for each sequence/unit prepared by a specialist who may also be a Preceptor or Staff member.

DIRECTOR. The Director of the Graduate Program in Public Administration at Headquarters.

JAR. A Job-related Analytical Report (JAR) is the analysis of a significant unresolved problem of a programmatic or operational character which on the basis of careful examination of relevant data (1) defines the problem accurately, (2) postulates the goal or goals to be sought, (3) evaluates alternative solutions in terms of time and resource costs and benefits, (4) proposes a course (or courses) of action, including a schedule and budget, and (5) outlines procedures and criteria for evaluating results at stipulated future times in the light of the postulated goals. MPA participants will complete one JAR: DPA candidates two.

PARTICIPANT. A person enrolled in the Nova Graduate Program in Public Administration -- a member of a cluster.
ADDENDUM TO INTRODUCTION TO PROGRAM

The following statement, which appears in the Nova University Bulletin of Graduate Programs, applies to the policies, regulations, and requirements set forth in this INTRODUCTION TO THE PROGRAM as well as the GPPA catalog and bulletins:

"The provisions set forth in this bulletin are not to be regarded as an irrevocable contract between the student and the University. The regulations and requirements herein, including fees, are necessarily subject to change without notice at any time at the discretion of the administration. The University further reserves the right to require a student to withdraw at any time, as well as the right to impose probation on any student whose conduct is unsatisfactory. Any admission on the basis of false statements or documents is void upon discovery of the fraud, and the student is not entitled to any credit for work which he may have done at the University. Upon dismissal or suspension from the University for cause, there will be no refund of tuition and fees. The balance due the University will be considered receivable and will be collected."

While an effort is made to schedule cluster conference sites and dates in advance, changes may be made in the interest of the program.
PROGRAM SCHEDULE

I. In-Service Career-Development

1. Government
   Government Structure
   Government Programs
   Budgetary Practices

2. Program Development and Planning
   Project Development and Planning
   Grantsmanship
   Accounting in The Public Sector

3. Personnel
   Manpower
   Group Behavior
   Supervisory Practices

4. Quantitative Analysis
   Introduction to Statistics
   Introduction to Information Systems
   Use of Information Systems

II. Career-Related Educational Development

5. Organization
   Inter-governmental Relations
   Principles of Public Administration
   Personnel and Organizational Development

6. Process
   Planning for Policy and Program
   Finance and Funding
   Law and Public Administration

III. (CAR) Clinical Experience and Analysis

   Clinical Analysis Report
   Workshop
   Case Study
1.1 Government Structure

The basic principles of the national government and its structure viewed in historical perspective, the impact on state and local government structures, functions and problems.

1.2 Government Programs

A review of government programs, their origins, planning and delivery; an analysis of efforts to sustain social progress in education, health, civil rights and reduction of poverty; the regulatory and judicial functions of government; problems and policies involved in land use planning and environmental protection viewed in the context of community activism and vested interests.

1.3 Budgetary Practices

The budget as both a service program and a management objective document; allocating fiscal and other resources; budget preparation and control techniques.

Program Development & Administration

2.1 Project Development & Planning

The role of the administrator in accomplishing effectively the objectives of management; forecasting, analyzing, designing, and managing administrative systems in the perception of needs, the preparation of plans and the development of projects.

2.2 Grantsmanship

The problems of the administrator in developing grant applications, administering grant-funded programs/projects and evaluating their effectiveness.

2.3 Accounting in the Public Sector

Principles and practices of accounting within governmental organizations.
including funding, revenue and appropriation accounting, legal requirements, reporting and control systems.

Personnel

3.1 Manpower
A review of the impact of recent legal and other developments on selection, promotion, collective bargaining, and other employee relations. Among the most important aspects are equal rights, affirmative action, labor relations, and manpower programming and training.

3.2 Group Behavior
The relationship of structural concepts to group and individual behavior in formal and informal groups; impact on decision-making and motivation.

3.3 Supervisory Practices
Principles of supervision viewed in an historical perspective; bureaucracy and its role in the administrative process; the role of the supervisor in the decision-making process; the supervisor as the link between management and worker; work production; techniques for effective supervision.

Quantitative Analysis

4.1 Introduction to Statistics
A general survey of the basic quantitative methods and their application to administrative tasks, e.g. inventory and assets control, policy analysis, and management problem-solving.

4.2 Introduction to Information Systems
An introduction to the evaluation of systems for gathering, storing, retrieving and analyzing information needed by the public administrator; alternative means of acquiring computer-based systems and the economics of computer use.

4.3 Use of Information Systems
Interpreting results from information systems; report writing as
communications within the organization; the role of administrative analysis and the use of mass media and other techniques for report dissemination.

5.1 Intergovernmental Relations

An analysis of local and state governments as they relate to each other and to the national government; the effect of tradition, interest groups, and the federal-state-local relations on institutional patterns of power and the delivery of services.

5.2 Principles of Public Administration

The principles of administration and organization in an historical perspective; bureaucracy and its relationship to the political process; citizen participation and its impact on the administration.

5.3 Personnel and Organizational Development

The impact of personnel administration on the organization; examination of personnel systems; career development, classification and wage administration, training, and employee rights and obligations viewed as a resource for and a constraint upon the administrator; labor relations and collective bargaining.

6.1 Planning for Policy and Program

An analysis of the comprehensive planning process in management; uses of comprehensive planning for policy and program initiation in areas of criminal justice, human services, public works and environmental protection; the role of the public administrator as a policy planner and manager; planning styles of local, state, and federal administrators.
6.2 **Finance and Funding**

The principal areas of public finance which affect the administrator such as tax and revenue systems, and financial control systems; the growth and development of federal and state grants-in-aid, their impact on policy-making and program development; the role of the administrator in securing and administering grants.

6.3 **Law and Public Administration**

A review of the legal environment of the public administrator; the administrative law process including protection of civil and political rights; the impact of particular administrative regulations and court rulings, including the exercise of discretionary powers, administrative appeals.
Clinical

Program-Related Clinical Experience and Report Preparation, Including On-Campus Workshop

To improve the application of learning concepts to practice, students are required to deal analytically with problems actually encountered in an administrative environment viewed in the light of their learning experience. The method for the application of this applied learning process is the development of a clinical analytical report (CAR). This will enable students to focus attention on work situations in which they have special interest.

All candidates for the Master's Degree are required to participate in a five-day National Workshop held at Nova University, Fort Lauderdale, Florida. The Workshop provides an opportunity for exchange of experience and ideas among students and administrators from different regions and fields of work as well as for concentration in specific program areas.

Attention is given in the Workshop to clinical analytical reports and case problems.