

SCHOOL OF PUBLIC ADMINISTRATION GRADUATE COURSES

Seminar in Administrative Policy Making (PAD 6035) 3 credits

Study of administrative discretion in the policy process with an emphasis on regulation and distribution. M.P.A. core course.

Public Administration and Public Policy (PAD 6036) 3 credits

A critical examination of the role of public administrators in setting the public agenda, formation of action strategies, execution of preferred action strategy, and evaluation of the impacts of the preferred strategy. M.P.A. core course.

Democratic Values and Public Administration (PAD 6042) 3 credits

An inquiry into the administrative state and its implications for democracy.

Introduction to Public Administration (PAD 6053) 3 credits

An analysis of the contemporary political, economic, and social institutions and processes in which the profession of public administration is practiced. M.P.A. core course.

Visionary and Creative Management (PAD 6061) 3 credits

Integration of imagination and rationality, technique, and humanities, in the context of business, public administration, and education.

Managerial Leadership in State and Local Government (PAD 6063) 3 credits

Covers fundamental managerial and leadership aspects of state and local governments. Explores personal, ethical, organizational, political, and legal dimensions of governance in state and local governments.

Images of Public Administration in Literature, Popular Culture, and Film (PAD 6065) 3 credits

Prerequisite: PAD 6053 or permission of instructor

Introduction to theory in public administration through the use of film, popular culture images, literature, and other media.

Organization and Administrative Behavior (PAD 6106) 3 credits

Analysis of the formal, informal, and societal characteristics of complex human organizations. Use is made of standard theories of organizations as well as of their more contemporary variations. M.P.A. core course.

Decision Making in the Public Sector (PAD 6135) 3 credits

Course focuses on decision-making tools used in the public and nonprofit sectors. The tools are applied using case studies and projects.

Capstone Seminar in Public Administration (PAD 6139) 3 credits

Capstone Seminar: Combines administrative history with analysis of concrete situations in public administration. Portrays clash of forces, personalities, and issues in attempting solution to administrative problems. Typically taken in last or next to last semester. M.P.A. core course.

Management of Nonprofit Organizations (PAD 6142) 3 credits

The role of the nonprofit sector in a democracy and market economy; examination of historical, political, legal, ethical, and social environments in which nonprofit organizations operate; analysis of both theoretical and practical issues and problems faced by managers of nonprofit organizations.

Public Policy and Nonprofit Organizations (PAD 6143) 3 credits

This course seeks to acquaint students with the theoretical and practical issues confronting nonprofit organizations. The course systematically examines the ways in which the public policy process both supports and regulates the activities of nonprofits and the ways in which nonprofits seek to affect public policy governing their behavior.

Governance in Nonprofit Organizations (PAD 6149) 3 credits

Nonprofits are controlled by boards of directors. This course discusses the legal foundations for boards, their conventional roles and responsibilities, and the strategic planning processes to strengthen board leadership.

Organizational Change and Public Management (PAD 6154) 3 credits

Seminar focuses on several levels of change, their sources or causes, consequences, and implications for public management.

Legal and Ethical Issues in Nonprofit Organizations (PAD 6165) 3 credits

Course is designed to examine in detail the legal issues confronting nonprofit corporations. Emphasis is on a review of the laws pertaining to nonprofits, focusing on structure, management, behavior, and accountability.

Human Resource Management for Nonprofits (PAD 6166) 3 credits

The course examines both theoretical and practical issues and problems faced by managers of nonprofit organizations. It provides an overview of human resource management and legal strategies and practices necessary for the effective functioning of nonprofit organizations.

Public Finance and Policy Analysis (PAD 6205) 3 credits

This course uses the theoretical and empirical tools of public finance to analyze public policy. The course is designed to show the strengths and weaknesses of government in the financing and operation of programs in major public policy areas.

Resource Development and Capital Campaigns (PAD 6206) 3 credits

This course examines the history, principles, and practical application of resource and capital campaigns, and the ethical responsibilities among individuals, corporations, governments, and public donors.

Seminar in Public Financial Administration (PAD 6207) 3 credits

Examination of the budgetary process. Analysis and application of theories and techniques of public financial administration, including budgetary approaches, cash management, debt management, risk management, procurement, and tax administration. M.P.A. core course.

Seminar in Public Budgeting Techniques (PAD 6227) 3 credits

Study of public budgeting focusing on budgetary process and techniques such as performance budgeting, planned program budgeting, zero-based budgeting, and management by objectives. Major emphasis is on policy development and decision-making relating to budget decisions. M.P.A. core course.

Financial Environment of the Public Sector (PAD 6230) 3 credits

Prerequisite: PAD 6227 or permission of instructor

This course examines the fundamental techniques of the financial analysis of public sector organizations.

Seminar in Grants Writing (PAD 6233) 3 credits

Practical considerations in obtaining funds for delivery of services to client groups, covering local, national, foundation, corporate, and state funding environments. Students will be required to explore funding in the social, human, and justice services.

Financial Management for Nonprofit Managers (PAD 6260) 3 credits

This course covers accounting standards and principles for state and local governments and nonprofit organizations, including fund structure and accounting process.

Program Review and Analysis (PAD 6327) 3 credits

Prerequisite: PAD 6701

Analysis of systematic methods for evaluating the efficiency and effectiveness of public programs; means for determining the extent to which program administration promotes achievement of program objectives. M.P.A. core course.

Strategic Planning in the Public Sector (PAD 6333) 3 credits

Study of strategic planning and how to apply that knowledge to real world organizations.

Seminar in Policy Implementation (PAD 6365) 3 credits

This course examines the political and bureaucratic setting in which public policies are implemented and the political problems in implementation. Emphasis on political constraints of administrative agencies.

Public Policy Process (PAD 6385) 3 credits

Prerequisite: PAD 6036

This course covers the public policy process, including policy formation and adoption, policy implementation, and evaluation. The course aims to add to the student's knowledge and understanding of policy theory, substantive policy areas, and the role of administrators in the policy process.

Seminar in Public Personnel Administration (PAD 6417) 3 credits

Review of development of public personnel policies and programs with emphasis on changes resulting from new approaches and employee organization. Studies personnel responsibilities of all public managers and employees. M.P.A. core course.

Labor Relations in Government (PAD 6427) 3 credits

Studies the growth of employee organization in the public sector, with particular emphasis on the state and local level. Reviews

special problems facing government administration and the effects of employee organization in government administration. M.P.A. core course.

Administrative Ethics (PAD 6436) 3 credits

Ethical considerations for professional public administrators operating in the ethos of a republic; situational analysis of conflicts with elected legislative, executive, and judicial officials; professional policy and career goals; and issues of democracy, bureaucracy, and morality in public service. M.P.A. core course.

Seminar in Public, Private, and Nonprofit Enterprise (PAD 6506) 3 credits

Analysis of the interactions between and among public, private, and nonprofit sectors of the economy with special emphasis on local government.

Administrative Law and Procedures (PAD 6605) 3 credits

A survey and analysis of the law concerning the rule-making and adjudicatory powers and procedures of administrative agencies and the effect such rules have on the delivery of services by federal, state, and local government. M.P.A. core course.

Regulation (PAD 6612) 3 credits

The course analyzes how and why bureaucracies develop regulations and the role that regulations play in the policy process with a focus on the economic, political, administrative, and social factors that influence regulatory choices and the impacts of those regulations.

Applied Methods 1 (PAD 6701) 3 credits

Prerequisite: Undergraduate statistics or permission of instructor

A study of the statistical methods, techniques, and procedures used in the analysis of public sector data, with emphasis on computer analysis. M.P.A. core course.

Applied Methods 2 (PAD 6706) 3 credits

Prerequisite: PAD 6701 or permission of instructor

A study of statistical methods, problem-solving research designs, data acquisition and interpretation, and report presentation for public sector applications. M.P.A. core course.

Seminar in Computer Systems in Public Administration (PAD 6714) 3 credits

Analysis of the role of computer systems in public agencies. Emphasis is placed on systems studies, design, development, implementation, and maintenance.

Survey Research in the Public Sector (PAD 6727) 3 credits

Within the public and nonprofit sectors, survey research skills have become essential due to the necessity of gathering primary data. Course focus here is on students learning a set of skills to assist them in completing survey research in their professional fields.

Local Government Administration (PAD 6807) 3 credits

Analysis of the performance of urban agencies, alternative strategies for improving service delivery and management, and strategies for effective change in the public sector.

Intergovernmental Administration (PAD 6826) 3 credits

Studies both theoretical and practical aspects of administration of federalism, including distribution and use of shared revenue funds. Review practices as well as principles pursued in both competitive and cooperative interjurisdictional patterns.

Public Procurement Concepts and Practices (PAD 6855) 3 credits

This course provides an overview of public procurement as a basic functional area of government. Specific focus on the scope of public procurement, including organizational structure, regulations, process and methods, and current issues in public procurement.

Public Procurement and Project Management (PAD 6856) 3 credits

Course covers each phase of the public procurement project cycle, with an emphasis on tools and techniques to manage a public procurement project.

Public Sector Procurement Law and Ethics (PAD 6857) 3 credits

Course surveys the ethics and law pertaining to federal government procurement, including analysis of the unique features of government contracting.

Public Sector Contract Formulation (PAD 6858) 3 credits

Course covers all phases of the contract formulation process with a focus on the RFP and RFB procedure, documents, and other technical issues.

Public Sector Contract Administration (PAD 6859) 3 credits

Course provides an in-depth study of contract administration with a focus on all activities in the postaward phase of the contract process.

Directed Independent Study (PAD 6907) 1-3 credits

Prerequisite: Permission of instructor

Reading and research in a field of public administration; a course to be selected with the consultation of and approved by the M.P.A. Coordinator.

Special Topics (PAD 6931) 3 credits

Study relating to special issues in Public Administration.

Government Internship (PAD 6941) 3 credits

A diversified work experience in management or staff positions in federal, state, or local government or in a nonprofit organization providing public service.

Internship-Nonprofit Organizations (PAD 6943) 3 credits

Students without prior work experience in nonprofit organizations must complete an internship. The University will place the student in a nonprofit organization for 15 weeks.