

PUBLIC ADMINISTRATION (PUB-ADM)

Courses

PUB-ADM 5507 Management in Context Credits: 3

This course introduces students to management in business, public, and nonprofit organizations, with an emphasis on the political, legal, regulatory, social, and global contexts. Students will take this course at the beginning of their M.B.A. program and will learn to integrate the course content into their other courses. They will apply theories and concepts to organizational issues, legal, and ethical problems. They will be exposed to the major differences between U.S. and international approaches regarding many management issues.

Prerequisites: Students must be enrolled in a Bloch School graduate program.

PUB-ADM 5510 Research Methods in Public Administration Credits: 3

This introductory course focuses on quantitative empirical research design and statistical analyses in relation to public administration issues and concerns.

PUB-ADM 5523 Public Policy and Industry Credits: 3

Private sector organizations are subject to the public policy process and decisions from executive agencies of the government. Public policy and industry enables students to build business acumen, cultivating an understanding of how public sector decisions impact strategic objectives. Specific attention will be devoted to the impact economic policies have on private sector organizations.

Prerequisites: Admission to the Executive MBA program.

PUB-ADM 5525 Financial Accountability and Policy Development Credits: 3

Modern fiscal policy and its administrative implications to planning, budgeting, revenue administration, accounting and appraisal, and the process for assuring accountability in the development, timing, and execution of public programs.

Prerequisites: PUB-ADM 5510.

PUB-ADM 5526 The Politics of Administration Credits: 3

This course will introduce the subject of public administration from a political perspective. Special attention will be given to an examination of the administrative branch of government. More specifically, the course will focus on the demands directed to administrators from various sectors of the political system, the ways in which administrators respond to those demands, and methods available for the analysis of public policies that help us assess the impacts that flow from administrators' actions.

PUB-ADM 5528 Supervision, Performance Leadership, & Human Resource Management Credits: 3

Focuses on the public service leader as a catalyst in developing and sustaining high-performance, outcome-based cultures and as a human resource strategist in marshaling the workforce. Geared to the work of nonprofit, health care, and government executives and managers, the course addresses strategies for developing, organizing, and mobilizing the workforce to accomplish the organization's mission. Topics include recruiting, engaging and retaining talent, including volunteers; developing and coaching subordinates; appraising and rewarding performance; delegation; and legal dimensions of HR, including anti-discrimination law.

Prerequisites: PUB-ADM 5548.

PUB-ADM 5529 Social Responsibility and Social Entrepreneurship Credits: 2

Using the social enterprise concept, students learn the theory that major companies can move social responsibility from a cost center to a profit center. In this evolving landscape, social entrepreneurs are at the vanguard of creating new business models for neglected markets that corporations can emulate, partner with or acquire to take to scale. As the traditional lines blur among nonprofits, government and business, it is critical that business students understand the opportunities and challenges in this new landscape.

PUB-ADM 5530 Capstone Seminar in Public Administration Credits: 3

This course examines theories of public organizational design, structure and change, including various issues in the administration of public organizations. Questions of professional ethics and management in the public interest are also considered. This is the final course in the MPA core curriculum.

Prerequisites: PUB-ADM 5525, PUB-ADM 5526, PUB-ADM 5544, PUB-ADM 5548 (or equivalents), or concurrent enrollment. Health-services students can substitute HLTH-ADM 5571 for PUB-ADM 5525, and HLTH-ADM 5578 for PUB-ADM 5544.

PUB-ADM 5535 Urban Policy and Administration Credits: 3

An examination of contemporary problems and issues found in urban environments. This includes exploration of the historical, political, economic, and social foundations of contemporary urban problems. Students will use general knowledge of public policy processes to develop skills, strategies, and knowledge necessary to analyze urban problems and develop policy solutions. An explicitly multi-sector focus will inform urban policy analysis and solutions.

PUB-ADM 5536 Managing Urban Economic Development Credits: 3

This course explores what managers in the public, nonprofit and private sectors need to know about urban economic development. Topics include (a) theories of urban economic development, (b) varying forms of development (e.g., attraction of new industries, central business district development, neighborhood economic development), (c) policy managerial tools for stimulating development, and (d) issues of equity in economic development.

PUB-ADM 5538 Comparative Urban Administration Credits: 3

An analysis of urban administration and planning in different comparative political, economic, and cultural settings. Analytical techniques will be applied to case studies of selected urban administrative processes involving American and other cities.

PUB-ADM 5539 Urban Planning for Public Administrators Credits: 3

This course is designed to provide students in urban administration with a comprehensive overview of the planning process. Course topics include a review of planning and the problems of effective planning implementation.

PUB-ADM 5540 Local Government Management Credits: 3

An examination of the challenges encountered in the local government management function and its role. Topics covered include political and organizational structure, service delivery, finance, personnel policies, intergovernmental relations, urban development, and leadership. The course includes presentations by practicing professionals, an emphasis on the case study method, and opportunities to analyze real-world issues and prepare recommendations for addressing them.

PUB-ADM 5541 Public Policy Development and Analysis Credits: 3

Public, nonprofit, and health organizations must navigate dense systems of complementary and contradictory public policies. These policies assign value to the actions of citizens, and are designed through a process of negotiation and analysis. In this course students will develop the frameworks and analytical methods necessary to understand the process of policy creation as well as the costs and benefits associated with any given policy, including the economic foundations for policy and the impact of policy on management decisions.

PUB-ADM 5544 Program Evaluation Credits: 3

Survey of the tools and procedures for evaluating and analyzing policies and programs in the public sector, including nonprofit and human services organizations. Consideration of such topics as definition of goals, developing measures of effectiveness, evaluation research designs, benefit-cost analysis, and the special problems of rational analysis in a political environment.

Prerequisites: PUB-ADM 5510.

PUB-ADM 5546 Socially Responsible Management and Ethics Credits: 2

An introduction to the context of management in business, public, and nonprofit organizations with a specific emphasis on the political, regulatory, social, natural and global environment of management. Students gain an understanding of organizations and management that can be used in day-to-day work environments, apply theories and concepts to identify organizational issues, problems, and/or ethical considerations. Working individually and in groups, students explain in written and oral formats, and in general and specific terms, what an organization is, how it works, and how it relates to them, to other organizations, and the environment.

PUB-ADM 5548 Leadership, Change and Social Impact Credits: 3

The two core purposes of this course are for students to learn about effective and ethical leadership, and for students to understand and develop their own capacity for leadership in dynamic, complex, and multisector environments. The course is organized around three general themes: 1) leadership as relations with subordinates, including issues of work motivation; 2) leadership as lateral relations, including organizational politics and conflict management and resolution; and 3) leadership as influence in the organization's environment.

PUB-ADM 5551 Managing Nonprofit Organizations Credits: 3

Managing Nonprofit Organizations is designed to prepare students for a career in executive management in private, nonprofit/nongovernmental organizations. The course examines the overall concepts of management and strategy in the nonprofit setting, and the role of board and executive leadership in providing strategic direction for the organization. The course addresses topics of special importance in the governance and strategic management of charitable nonprofit organizations, including organization development, board leadership, strategic planning, human resource management, organizational performance and effectiveness, and marketing.

PUB-ADM 5552 Community Organizations and Public Policy Credits: 3

This course includes examination of both neighborhood organizations and organizations intended to promote other communities of interest. In relation to neighborhood organizations, topics considered include the varieties of neighborhoods, the role of neighborhood organizations in local politics, the use of neighborhoods in administrative and political decentralization, and federal policy toward neighborhood issues. In relation to other community organizations, topics considered include the basis of such organizations, their roles in public affairs and their effects on policy processes.

PUB-ADM 5553 Legal Framework & Financial Management of Nonprofit Organizations Credits: 3

Utilizing a comparative approach the course examines the legal basis and tax treatment of private, nonprofit organizations in the U.S. Related topics also considered include concepts of fund and cost accounting, budgeting processes, earned income strategies, employee compensation and benefits practices, laws and regulations affecting lobbying, competition with business and unrelated business income tax.

PUB-ADM 5554 Seminar on Social Entrepreneurship Credits: 3

Seminar on Social Entrepreneurship is a graduate-level special-topics seminar that offers students from across the university the opportunity to engage in an In-depth examination of social entrepreneurship and how it is being understood, developed and practiced in the nonprofit sector. Students will gain a broad understanding of the various conceptions, types and aspects of social entrepreneurship, learn about processes for engaging in entrepreneurial nonprofit organization development, and discuss design and implementation issues with nonprofit leaders who have implemented various forms of social entrepreneurship.

PUB-ADM 5555 Topics In Nonprofit Fundraising Credits: 1-3

In order to flexibly treat the variety of strategies and techniques of charitable fundraising, these courses will usually be offered in variable credit hour segments, covering traditional and emerging fundraising topics. Each semester, two two-credit-hour segments and two one credit-hour segments will be offered. The two credit hour courses - "Organizing for Successful Fund Raising" and "Creating and Implementing the Annual Development Plan" - cover the basics of fund raising. The one-credit hour courses allow students to explore several different issues related to fund raising such as direct marketing and planned giving. These courses are recommended for nonprofit management students.

PUB-ADM 5555A Topics in Nonprofit Fund Raising: Organizing for Successful Fund Raising Credits: 2

Organizing for successful fundraising.

PUB-ADM 5555B Topics In Nonprofit Fund Raising: Creating & Implementing Annual Development Plans Credits: 2

Creating and implementing annual development plans.

Prerequisites: PUB-ADM 5555A.

PUB-ADM 5555C Topics in Nonprofit Fund Raising: Direct Marketing & Direct Mail in Fundraising Credit: 1

Direct marketing and direct mail in fundraising.

PUB-ADM 5555D Topics In Nonprofit Fund Raising: Planned Giving and Major Gift Solicitation Credit: 1

Planned Giving and Major Gift Solicitation.

PUB-ADM 5555E Topics in Nonprofit Fund Raising: Contemporary Trends/Ethical Issues in Fund Raising Credit: 1

Contemporary trends/ethical issues in fundraising.

PUB-ADM 5555F Topics in Nonprofit Fund Raising: Prospect Research and Proposal Writing Credit: 1

Prospect research and proposal writing.

PUB-ADM 5555G Developing Campaigns and Working with Consultants Credit: 1

In this course, various fund development campaigns and strategies will be explored; students will understand the differences between construction, renovation, equipment, program development and endowment as gift objectives. The phases of a campaign will be reviewed along with background on committee structures, goal-setting, leadership, timing and gift tables. The role of fund raising counsel will be explored. Participants will have an understanding of campaigns as important, episodic exercises for nonprofit agencies.

PUB-ADM 5555H Measurement and Evaluation for Fundraising Success and Social Impact Credit: 1

Nonprofit leaders can spend an enormous amount of time and effort creating evaluation models and reporting relevant data to funders to demonstrate positive social impact. Demonstrating success of a program or initiative is the basis for ensuring that a nonprofit has been a good steward of its mission and donated funds. However, the investment in building and fulfilling evaluation models must be commensurate with the funds awarded. This course will provide an overview of the planning and development of evaluation approaches that align well with the organization's and funder's needs. The course will introduce participants to the development and use

PUB-ADM 5555X Topics in Nonprofit Fundraising Credit: 1

Special topics in nonprofit fundraising.

PUB-ADM 5556 Innovation in Nonprofit Management and Leadership Credits: 3

This course provides an opportunity for students in the nonprofit management specialization to examine "breaking" innovations in nonprofit management and leadership. Intra- and inter-sectoral collaborative strategies and total quality management are illustrative examples. Other topics will be considered as warranted. Recommended preparation: PUB-ADM 5525, PUB-ADM 5548, and at least six hours of nonprofit management coursework.

PUB-ADM 5557 Nonprofit Fundraising and Development Credits: 3

Examines the processes and functions by which nonprofit organizations plan, organize, implement and evaluate the work of fundraising and development to secure the financial resources needed to support and sustain their programs and activities. Students gain an understanding of and practical experience in employing the basic approaches and techniques used by nonprofits to raise and deploy philanthropic resources, including annual and multi-year giving programs, major gift solicitation, planned giving initiatives, capital campaigns, and prospect research and proposal writing.

PUB-ADM 5558 Ethics for Nonprofit and Public Administrators Credits: 3

It is essential that organization and community leaders and managers understand the imperatives of ethical practice and ethical leader and manager behavior in nonprofit and governmental settings. Students are prepared to identify and assess the ethical implications of management and policy alternatives, to spot ethical issues before they become crises, and to competently and confidently develop and implement ethical decisions and actions in policy and practice. The ethical dimensions of democracy, political loyalty, pressure politics, interest group issues, pluralism, diversity and multi-cultural challenges, corruption and evil, honesty, the limits of ethical codes, whistle-blowing are included.

PUB-ADM 5559 Nonprofit Organizations in Context Credits: 3

This course provides a survey of the origins, development and contemporary functioning of the private, nonprofit sector in the U.S. The course explores theories and concepts that describe the social, political, legal and economic meaning of voluntarism, philanthropy and the nonprofit sector.

PUB-ADM 5565 Topics in Urban Administration Credits: 1-3

To flexibly treat the variety of strategies, information, and techniques in urban administration and leadership, these courses will be offered in variable credit hour segments. Each semester, courses will be offered around traditional and emerging topics. An initial "basics" series will be offered on community development organizations, urban economic development and community development strategies.

PUB-ADM 5565A Community Economic Development: The Planning Context Credit: 1

PUB-ADM 5565B Community Economic Development Tools & Techniques Credit: 1

PUB-ADM 5565C Implementing Effective Community Economic Development Credit: 1

PUB-ADM 5565D Topics in Urban Administration Credits: 1-3

To flexibly treat the variety of strategies, information, and techniques in urban administration and leadership, these courses will be offered in variable credit hour segments. Each semester, courses will be offered around traditional and emerging topics. An initial "basics" series will be offered on community development organizations, urban economic development and community development strategies.

PUB-ADM 5566 Urban Environmental Policy Credits: 3

Our cities are a first line of action in our efforts to sustain our environment. Many have begun to examine and address the connection between city problems and environmental and climate change, and the disproportionate impacts that they often have on the disadvantaged, yet these initiatives address only the surface of the issue. It is essential for scientists, public administrators, environmentalists, and policy thinkers to pay greater attention to the environmental challenges of our cities. Students examine and assess the challenge of understanding, developing and implementing coherent environmental policy to address such challenges in urban communities.

PUB-ADM 5567 Managing for Sustainability in an Urban Environment Credits: 3

Managing for sustainability requires an understanding of theories of organization, environmental management, and sustainability, including how to define and achieve sustainability. Students examine the complexities associated with issues of sustainability and the interrelationship between the global, the local and the personal. This includes consideration of how organizations function, the obstacles to sustainability confronted by sustainability managers, and specific management strategies and tools available to sustainability managers. It also involves the study of change models and their application by managers faced with the challenge of moving an organization from an old operational model to a more sustainable new organizational design.

PUB-ADM 5570 Diversity in the Workplace Credits: 3

This course explores the many issues raised by the growing diversity of backgrounds (e.g., race, gender, culture) employees bring to the workplace. The course will examine diversity issues including demographics, relevant legislation, values questions, demands on management, and effects on service delivery to clients. To better illustrate the issues, some class sessions will feature guest lecturers representing a diversity of backgrounds and work settings.

PUB-ADM 5573 Health and Social Equity Credits: 3

Examines the complex relationship between the social and political environment and health outcomes. All policy is health policy – economic, transportation, natural and built environments, schools. This course examines how social equity shapes health behaviors and how the life odds in different communities expose the historical legacies of past injustices. Only ten percent of health disparities are explained by access to care, although health care and health insurance dominate the public conversation. Draws on guest speakers, books, journal articles, popular press, film and art; as varied as are the social determinants of health, so are media that explore those relationships.

PUB-ADM 5581 Seminar in Urban Administration Credits: 3

Advanced work on special topics in urban administration. Topics will vary.

Prerequisites: PUB-ADM 5535.

PUB-ADM 5582 Developing the Social Enterprise Credits: 3

Developing the Social Enterprise is the offering of a new seminar that has been developed to provide an in-depth exploration and examination of nonprofit entrepreneurship and how it is being understood, implemented and practiced in the nonprofit sector. Developing the Social Enterprise is a graduate-level course that offers the opportunity to study in depth this oft-discussed yet often misunderstood phenomenon. Students will gain a broad understanding of the various conceptions, types and aspects of nonprofit enterprise, learn about processes for engaging in entrepreneurial nonprofit organization development, and discuss design and implementation issues with nonprofit leaders who have implemented some form of social entrepreneurship in their own organizations.

PUB-ADM 5585 Seminar In Public Affairs Credits: 3

Advanced work on special topics in public affairs.

PUB-ADM 5585A Seminar In Public Affairs Credits: 3

Advanced work on special topics in public affairs.

PUB-ADM 5585B Seminar In Public Affairs Credits: 3

Advanced work on special topics in public affairs.

PUB-ADM 5585C Seminar In Public Affairs Credits: 3

Advanced work on special topics in public affairs.

PUB-ADM 5587 Special Topics Credits: 3

Special topics in public administration.

PUB-ADM 5595 Internship Seminar Credits: 1-3

Combined classroom study and field internship. To be offered only when government agency internships approved by the Public Administration Committee are available.

Prerequisites: 18 credit hours of completed courses.

PUB-ADM 5598A Supervised Research: Nonprofit Management Credits: 1-6

PUB-ADM 5598C Supervised Research: Urban Administration Credits: 1-6

PUB-ADM 5598G Supervised Research: Unspecified Credits: 1-6

PUB-ADM 5599 Thesis Credits: 1-9

PUB-ADM 5610 Inquiry In Public Administration And Affairs Credits: 3

This course is designed to provide Ph.D. students a thorough grounding in strategies of inquiry. Issues considered include competing metatheoretical paradigms and alternative conceptions of explanation in the social and policy sciences, the implications of such alternatives for empirical research, the variety and standards of qualitative and quantitative approaches to theory and research, theory construction, and research ethics. Contemporary problems in public administration and affairs research and theory are emphasized.

Prerequisites: Doctoral student in the Interdisciplinary Ph.D. program.

PUB-ADM 5620 Literature of Public Affairs and Administration Credits: 3-6

This course grounds the student in the central ideas of the public affairs and administration literature and in the prominent themes of the discipline.

The course is offered in two versions: A, in which the political science approach to public affairs and administration is emphasized; and B, in which the organizational theory and behavior approaches to public affairs and administration are emphasized. Ph.D. students whose primary discipline is public affairs and administration are ordinarily expected to complete both versions.

Prerequisites: Doctoral student in the Interdisciplinary Ph.D. program.

PUB-ADM 5620A Literature Of Public Affairs And Administration: Political Science Credits: 3-6

Literature Of Public Affairs And Administration: Political Science. Prerequisites: PUB-ADM 5525, PUB-ADM 5526, and PUB-ADM 5544.

PUB-ADM 5620B Literature Of Public Affairs And Administration:Organizational Theory & Behavior Credits: 3-6

Literature Of Public Affairs And Administration:Organizational Theory Behavior.

Prerequisites:PUB-ADM 5530 and PUB-ADM 5548.

PUB-ADM 5699 Dissertation And Research In Public Affairs And Administration Credits: 1-12

Dissertation research and writing in the Public Affairs and Administration discipline.

PUB-ADM 5899 Required Graduate Enrollment Credit: 1