

6860. Industrial-Organizational Psychology Internship. 3 hours. A supervised field experience, minimum of 20 hours per week for 24 months or 35 hours per week for 12 months. Required of all doctoral students in industrial-organizational psychology. The internship is consistent with the objectives of the student's program and current professional practices in industrial-organizational psychology. Prerequisite(s): satisfactory progress toward the degree, and completion of 300 hours of pre-internship practicum experience.

6900-6910. Special Problems. 1–3 hours each.

6950. Doctoral Dissertation. 3, 6 or 9 hours. To be scheduled only with consent of department. 12 hours credit required. No credit assigned until dissertation has been completed and filed with the graduate dean. Doctoral students must maintain continuous enrollment in this course subsequent to passing qualifying examination for admission to candidacy. May be repeated for credit.

Public Administration

Emergency Administration and Planning – see *Undergraduate Catalog*

Public Administration, PADM

5010. Public Administration and Society. 3 hours. Examination of the political, institutional, organizational, ethical, social, legal and economic environments in which public administrators operate. Must be taken in the first term/semester of course work.

5020. Leading and Managing Public Organizations. 3 hours. Survey of contemporary theories and applications of managing high performance public organizations. Focus on leadership approaches, strategy, decision making, change management, networks and collaboration, privatization, and groups and teams. Prerequisite(s): PADM 5010 (may be taken concurrently).

5030. Managing Human Resources. 3 hours. The theory and application of managing human behavior in public organizations. Topics include motivation, supervision, conflict management, workplace diversity and the functions of public personnel systems including job design, analysis, and classification; recruitment and selection; compensation, development, training, and evaluation; promotion and discipline; and employee law. Prerequisite(s): PADM 5010 and 5020.

5035. Professional Practice for Public Managers. 3 hours. Capstone workshop that teaches current and future public managers how to operate a government agency on a day-to-day basis. Managerial practices to be covered include the meaning of public service, communication in the public sector, making effective presentations to legislatures and governing boards, group facilitation and effective meetings, executive-legislative relations, citizen relations, media relations, and ethics. To be taken during the last term/semester of course work. Prerequisite(s): completion of all other MPA core courses or consent of department.

5040. Nonprofit Management. 3 hours. Characteristics of and leadership in nonprofit organizations, with emphasis on the chief executive, the board and volunteers in activities such as governance, planning and fund raising.

5050. Legal Issues in Public Administration. 3 hours. Focuses on the relationship between public management and the law. Explores the role of bureaucrats in formulating law and policy through the rule-making process and the control of executive branch agencies by the executive branch, the legislature, and the courts.

5060. Seminar in Intergovernmental Relations. 3 hours. Analysis of political, administrative and fiscal relationships among governments in the American political system. May be repeated for credit as topics vary.

5100. Local Government Management. 3 hours. Organization and management of American local government, including executive leadership, governance structures and service implementation with emphasis on council-manager government.

5200. Public Personnel Management. 3 hours. Managing human resources in national, state and local governments.

5210. Diversity in Public Management. 3 hours. Focuses on diversity issues in modern public management. Examines the contemporary meaning of workplace diversity, the identification and evaluation of governmental policies, processes, and management techniques for promoting diversity, and the effect of workplace diversity on government performance. Emphasis is given to identifying effective techniques for managing diversity.

5220. Personnel Management in Nonprofit Organizations. 3 hours. Examines the uniqueness of personnel management in the nonprofit sector. Emphasis is on the concepts and techniques of, and the laws and ethical standards affecting nonprofit personnel management. This includes hiring, paying, supervising, motivating, developing, promoting, disciplining and retaining employees (paid or unpaid) in nonprofit and volunteer organizations.

5300. Introduction to Planning. 3 hours. Examination of state, regional and local government planning. Course explores planning theory, the planning process, managing planning, implementing plans and citizen participation.

5310. Economic and Community Development. 3 hours. The course examines the basic role of governance as an instrument of economic and community development in the United States. Focuses on the meaning and application of development primarily on subnational development with particular reference to cities and towns. Topics include economic development tools, politics of development, development financing, and development organizations.

5400. Managing Financial Resources. 3 hours. Principles of the budgetary process and innovations in budget preparation with emphasis on the role of the budget as a tool for financial control, improving program performance, and policy making. Topics include budget innovation, accounting and financial reporting.

5410. Capital Budgeting and Planning. 3 hours. Examination of capital budgeting and planning in government. Course explores the financial aspects of water and waste water utilities, roads and highways, airports, parks, storm water drainage and other infrastructure. Key dimensions of budgeting, planning and managing public works facilities are detailed through lectures, case studies and papers.

5420. Revenue Policy and Administration. 3 hours.

Examination of the economic, political and administrative issues that governments encounter when making revenue decisions, including how to achieve equity, economic efficiency, and administrative feasibility. Topics include the three principal revenue sources of government – income, sales and property taxes – plus such non-tax sources as user charges, grants-in-aid and lotteries.

5430. Financial Accountability in Government. 3 hours. An introduction to financial control in government, including fund accounting, financial reporting, internal controls and auditing. Particular emphasis is given to the public manager's use of accounting information in such contexts as budget decision making, pricing government services, cash planning and municipal bond ratings.

5500. Administrative Research Methods I. 3 hours.

Introduction to methods and techniques of applied research and statistical analysis. Topics include probability, descriptive statistics, estimation, hypothesis testing, contingency table analysis and regression analysis.

5510. Administrative Research Methods II. 3 hours. Course in program evaluation focusing on the practical application of appropriate social science research methodology to assess the effectiveness and efficiency of public and nonprofit sector programs and policies. Covers a broad range of topics on how to develop an evaluation plan; design various types of evaluations such as process, impact, cost-benefit, and cost-effectiveness evaluations; and how to manage evaluation projects. Prerequisite(s): PADM 5500.

5540. Public Decision Making Techniques. 3 hours.

Examination of fundamental techniques used to assist public administrators in making decisions. Rationalism, incrementalism, probability models, cost-benefit analysis, forecasting and other methods are explored. The theory and practice of each approach is presented, along with case studies that use each technique.

5550. Seminar in Program Evaluation. 3 hours. Advanced course in evaluation, performance measurement, and monitoring in the management of government programs. Uses methods of social science to evaluate the effectiveness of government services. Prerequisite(s): PADM 5510.

5560. Performance Measurement in Public and Nonprofit Sectors. 3 hours.

Overview of the performance measurement process, including benchmarking and performance monitoring in public and nonprofit organizations. The overall objective of the course is to acquaint program administrators and other practitioners with conceptual tools essential to understanding the development of performance measurement systems and the techniques necessary to enable them to apply the concepts in their work environments. Emphasis is on the practical application of the techniques of performance measurement in field settings.

5610. Disaster Preparedness and Management. 3 hours.

Examination of the theory and practice of emergency management. Particular emphasis is given to the major issues affecting emergency management, including strategies to promote planning for mitigating disasters. Emphasis is on the evolving role of the Federal Emergency Management Agency (FEMA), state and local government, and emergency managers in the disaster management arena.

5615. Environmental Planning and Hazards. 3 hours.

Introduction to environmental planning and policy at the federal, state and local government levels. Designed to help

students develop a working knowledge of basic planning and policy concepts, methods, institutions and issues. Emphasis is given to the linkage between environmental degradation and vulnerability to hazards.

5700. Seminar in Public Administration. 3 hours. Concepts, problems and processes of public administration. May be repeated for credit as topics vary.

5800. Public Management Internship. 3 hours. Enrollment in this course is required for pre-career MPA students. Students should enroll in this course their first semester. Periodic seminars cover resume development, interview skills, career counseling and professionalism.

5810. MPA Internship Practicum. 3 hours. Acquisition of practical public management experience through an internship in a governmental, quasi-governmental, or nonprofit agency for a minimum of 440 hours. Academic supervision of internship, evaluation of internship performance, and a final presentation are required. Prerequisite(s): PADM 5800 and consent of internship coordinator. Pass/no pass only.

5900-5910. Special Problems. 1–3 hours each. Conference courses open to advanced students capable of doing independent research under the direction of the instructor. Prerequisite(s): consent of department chair.

5950. Master's Thesis. 3 or 6 hours. To be scheduled only with consent of department. 6 hours credit required. No credit assigned until thesis has been completed and filed with the graduate dean. Continuous enrollment required once work on thesis has begun. May be repeated for credit.

6010. Seminar in Public Administration. 3 hours.

Introduction to the philosophy of science and evaluation of exemplary theoretical and empirical research on public administration. Attention is given to the evolution of public administration theory and practice in relation to historical trends and conditions, including related changes in social, political and management theory. Discussion of emergent trends and conditions relevant to the future development of public administration theory and practice.

6015. Public Organization Research and Theory. 3 hours.

Addresses organizations as units of analysis. Examination of major theoretical and empirical research on the structure and process of public organizations.

6020. Seminar in Public Management I. 3 hours.

Focus on management theory in the public sector. Includes historical development, major questions in theory and practice, managerial decision making and effectiveness. Prerequisite(s): PADM 6010 and 6015.

6025. Institutional Context of Public Administration.

3 hours. Examines government bureaucracies and other formal institutional arrangements as key elements in modern social systems. Evaluates the role of society in shaping institutions and how these institutions influence and structure public policy making and administration.

6030. Seminar in Public Management II. 3 hours. Focus on the study of public organization theory. Includes exploration of theoretical and empirical approaches to examining public and nonprofit organizations.

6400. Seminar in Public Financial Policy and Management.

3 hours. Examines issues pertaining to the administration of financial resources in the public sector. Study of the issues from the perspectives of different disciplines such as: economics, political science, business administration, planning and public administration. Prerequisite(s): PADM 5400 and 5420 or equivalents.

6410. Seminar in Government Budgeting and Financial Management. 3 hours. Examination of the history and development of budgeting and the processes used to manage financial resources at the local, state and federal levels of government in the United States. Topics include the effects of government fiscal affairs, primarily at the federal level, on the economy, and the problems associated with intergovernmental financial management.

6500. Analytical Methods for Public Administration Research. 3 hours. Emphasizes public-sector applications of decision analysis, queuing theory, projection techniques, mathematical programming, economic base analysis, and simulation.

6520. Seminar in Public Policy Implementation. 3 hours. An in-depth study of public policy with emphasis on the role of public administrators in the formation, adoption and implementation of public policy.

6530. Seminar in Public Policy Analysis and Program Evaluation. 3 hours. Provides an overview of the substance and methodologies of policy research and will focus on the practical application of appropriate methodology to assess the effectiveness of public programs and policies. Prerequisite(s): PADM 6520.

6700. Workshop in Public Administration. 1–3 hours. Specialized study on research in public administration. Students learn how to review and critique the relevant literature, how to present work at conferences, and how to write for journal publication.

6710. Seminar in Public Administration and Management. 3 hours. Concepts, problems and processes of public administration. May be repeated as topics vary. Prerequisite(s): consent of department.

6900–6910. Special Problems. 1–3 hours. Conference courses for doctoral students capable of doing independent research under the direction of the instructor. Prerequisite(s): consent of department.

6940. Directed Research in Public Administration. 3 hours. Conference courses for doctoral students. Directed reading and research in fields of special interest. Prerequisite(s): consent of department.

6950. Doctoral Dissertation. 3 hours. To be scheduled only with consent of department. Twelve hours required. No credit assigned until dissertation has been completed and filed with the graduate dean. Doctoral students must maintain continuous enrollment in this course subsequent to passing qualifying examination for admission to candidacy. May be repeated for credit. Prerequisite(s): consent of department.

volunteerism resources on the Internet. Students who have received credit for COMS 4100 may not take COMS 5100 for credit toward a degree.

5200. Leadership Theory and Practice for Public/Private Sector. 3 hours. Overview of organizational leadership theory and practice for volunteer managers. Students examine and develop a range of skills in a number of interpersonal areas: group dynamics, decision making, managing differences, and leadership and influence.

5300. Proposal Writing and Grant Administration. 3 hours. Basic steps of research funding ideas including how to use the Internet as a fundamental tool, and the detailed steps required for preparing funding applications. Focuses on the skills and tools needed to monitor funds once grants have been awarded. Students who have received credit for this course at the undergraduate level may not retake it for graduate credit.

5400. Volunteer Management Concepts and Applications. 3 hours. Analysis and review of day-to-day applications of management principles to the administrative and operating practices of contemporary volunteer programs in the public, not-for-profit sectors. Focus on volunteer program management and organization including targeting, recruiting, training, supervising, motivating, counseling, retaining and recognizing volunteer workforces. Students who have received credit for this course at the undergraduate level may not re-take it for graduate credit.

5500. Community Resource Mapping and Collaboration. 3 hours. Analysis of systems that measure community assets and resources; explore the means of identifying and approaching potential collaborative community partners; focus on the development of joint proposals and/or business plans. An ecological approach is used to analyze the full range of human service agencies: health, social, educational, diagnostic, enrichment, religious, civic and legal. Students have an opportunity to do field work with agency staff on assigned community projects.

5600. Volunteer Program Planning and Evaluation. 3 hours. A seminar designed to provide students with the basic skills necessary to systematically design and plan volunteer programs and to evaluate their effectiveness. Special emphasis will be given to measuring program outcomes. Students who have received credit for this course at the undergraduate level may not re-take it for graduate credit.

5610. Topics in Volunteer Management. 3 hours. A graduate seminar devoted to the investigation, analysis and discussion of issues in contemporary volunteerism.

5800. Community Service Internship. 3 hours. Supervised work in a community agency that is directly related to the student's major, professional field or career objective. Duties, learning objectives, reporting and supervisory functions will be agreed on beforehand by the agency and the student. Prerequisite(s): student must meet the employer's requirements and have consent of the program director.

5900. Special Problems. 1–3 hours. Open to graduate students who are capable of developing a problem independently. Problems are chosen by students and approved in advance by the instructor. Prerequisite(s): consent of instructor.

Human Service Management and Leadership
– see *Undergraduate Catalog*

Public Affairs and Community Service

Community Service, COMS

5100. Social Evolution of Contemporary Volunteerism. 3 hours. An analysis and review of the social evolution of contemporary volunteerism from revolutionary times to the present. Study of the current issues, definitions and trends in the field of professional management. Introduction to social systems supporting or limiting volunteerism and