



Master of Public Administration (MPA)

Nelson Mandela College of Government and Social Sciences

Dean: Damien Ejigiri, Ph.D.

Public Policy Department

Master of Public Administration (MPA)

- Public Policy Analysis Health Care
- Administration Executive
- Generalist
- Finance
- Non-Profit Management

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FACULTY

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Southern University

Introduction

Southern University offers a program leading to the degree of Master of Public Administration (MPA) which is accredited by the National Association of Schools of Public Affairs and Administration.

Mission Statement

The educational philosophy and mission of the Department of Public Administration is rooted in Southern University's environment and background. As a historically Black institution, Southern University is committed to offering educational opportunities to students who otherwise may not be offered the

opportunity to further their education. To this end, the Department's mission is tied to Southern University's commitment to enhance educational opportunities for graduate students in public management. The Department is guided by seven program objectives.

1. Provide knowledge about public management, primarily applied learning but also theoretical and conceptual understanding of the field;
2. Pursue research opportunities
3. Promote career opportunities and professional development;
4. Stress the development and enhancement of analytical skills; promote both qualitative and quantitative analysis;
5. Emphasize writing, oral, and organizational skills;
6. Promote community partnerships between community agencies and faculty and students; and
7. Enhance sensitivity to ethical issues and promote an atmosphere of the highest ethical standards.

Internship Requirement

The internship provides the student with a work experience which gives him/her a realistic exposure to an organizational bureaucratic environment. This experience develops the student's awareness of the dynamics of the relationships among public employees, their clientele, and their administrative superiors. The Department encourages agencies to expose students to as many aspects of the workings and procedures of an agency as possible. Students are required to initiate internship placement with the Internship and Placement Director upon completion of eighteen (18) to twenty-four (24) credit hours of course work.

The successful completion on an internship requires an intern to work in an approved program for a minimum of twenty hours per week for fifteen weeks during the fall or spring semesters or a minimum of forty hours per week for eight weeks during the summer. This includes attending seminars conducted by the Internship and Placement Director. If appropriate, special Internship and Placement Director. A final grade will be calculated by adding all of the points earned by the student, divided by the total possible points.

The Internship and Placement Director arranges with various agencies for internship opportunities, although a student may identify a position which must be approved by the Director. Occasionally, paid positions can be arranged. However, neither the Department nor the University is obligated to find a paid internship for any student. In addition, if a student turns down an internship offer made by the Department, it is the responsibility of that student to find an opening for himself/herself subject to the approval by the Director. Students shall be required to sign contracts with agencies providing internship opportunities.

DEGREE REQUIREMENT

The requirements of the Department are detailed in the following sections: Admission Criteria, Program Guidelines, Degree Requirements, and Curriculum Related Requirements. This Departmental Handbook is provided to familiarize potential MPA students with these requirements. By virtue of his/ her status as a student in the MPA program, each student is expected to not

only be familiar with these policies but comply with all requirements.

ADMISSIONS REQUIREMENTS

All application for admission must be submitted and processed per the Graduate School's requirements and deadlines. To be considered for admission into the MPA program, applicants must meet the following criteria:

1. Be admitted to the Graduate School
2. Have a baccalaureate degree from an accredited institution of higher learning;
3. Have a minimum cumulative undergraduate grade point average of 2.70, preferably a 3.00
4. Have submitted a GRE score of 700. * The department will take the sum total of the GRE's verbal and quantitative scores to determine an applicant's score; Note: Students must take the GRE before being admitted as a regular admission into the Department's MPA degree program
5. Submit three letters of recommendation from academic and professional sources;
6. Submit a TOEFL score of 525 for international students.
7. Statement of Purpose: Submit an essay on professional career objectives, which should include why the applicant has chosen Public Administration

CURRICULUM RELATED REQUIREMENTS

Each student, based on the chosen area of concentration and under the guidance of a faculty advisor shall develop a program of study. The Department offers the following concentrations: generalist, public policy, health services administration, public finance and non-profit management.

All MPA students are required to complete the following: 27 hours of core classes; 12 hours of concentration classes; 3 hours of electives, depending upon the concentration selected; 6 hours of research or thesis, 3 hours of internship and 3 hours of writing seminar. Though rare, exemptions may be given for writing seminar and internship at the discretion of the class instructors. Students may be required to show mastery of research writing for the writing seminar exemption and other information as required by the writing seminar instructor. Students may be required to show substantial public service experience for exemption from the internship as required by the internship director.

Generalist Concentration (48-54 hour program)

Students in this option must complete 27 hours of core courses, 15 hours of elective (pertinent to public management); 6 hours of research or thesis; 3 hour of Writing Seminar (unless exempted); and 3 credit hours of internship (unless waived).

Healthcare Administration Concentration (48-54 hour program)

Students in this option must complete 27 hours of core courses, 12 hours of healthcare administration courses, 3 hours of electives (that elective must be pertinent to health care administration); 6 hours of research or thesis, 3 hours of Writing Seminar (unless exempted); and 3 credit hours of internship (unless waived).

Public Policy Analysis Concentration (48-54 hour program)

Students in this option must complete 27 hours of core courses, 12 hours of public policy courses; 3 hours of electives (that elective must be pertinent to public policy); 6 hours of research or thesis; 3 hours of Writing Seminar (unless exempted); and 3 credit hours of internship (unless waived).

Finance Concentration (48-54 hour program)

Students in this option must complete 27 hours of core courses, 12 hours of finance courses; 3 hours of electives (the class must be pertinent to financial management); 6 hours of research or thesis; 3 hours of Writing Seminar (unless exempted); and 3 credit hours of internship (unless waived).

Non-profit Management Concentration (48-54 hour program)

Students in this option must complete 27 hours of core courses, 12 hours of non-profit management courses; 3 hours of electives (the class must be pertinent to nonprofit management); 6 hours of research or thesis; 3 hours of Writing Seminar (unless exempted); and 3 credit hours of internship (unless waived).

Core Classes:

PADM 503	Principles of Public Administration
PADM 508	Organizational Theory (or PADM 564 Org. & Sys. Man.)
PADM 511	Statistics (prerequisite: undergraduate statics)
PADM 512	Research Methods
PADM 531	Government Financial Management (Substitution: PADM 530)
PADM 543	Information Systems
PADM 556	Ethics and Public Policy
PADM 562	Human Resources Management
PADM 563	Microeconomics (prerequisite: undergraduate economics)

Elective Courses/Concentrations

Healthcare Administration Concentration Required Classes/Electives:

PADM 520	Public Health Organizations & Programs (required)
PADM 521	Health Services Administration (required)
PADM 522	Marketing & Strategic Planning (required)
PADM 525	Healthcare Economics (elective)
PADM 526	Topics in Healthcare Management (elective)
PADM 527	Legal Issues in Healthcare (required)

Public Policy Analysis Concentration Required Classes/Electives:

PADM 515	Public Policy (required)
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PADM 523	Management Decision Models (required)
PADM 540	Methods of Public Policy Analysis (required)
PADM 544	Program Evaluation (required)
PADM 564	Organization Systems Management (elective)

Public Finance Concentration Required Classes/Electives:

PADM 530	Public Finance
PADM 536	Public Budgeting
PADM 535	Public Financial Accounting and Auditing
PADM 538	Seminar in Public Finance

Non-profit Management Concentration Required Classes/Electives:

PADM 552	Grantsmanship and Fund Development (required)
PADM 554	Program Evaluation (required)
PADM 620	Management of Non-Profit Organizations (required)
PADM 622	Marketing and Strategic Planning (required)
	Seminar in Non-Profit Management (elective)

First Tier

PADM 552	Grantsmanship and Fund Development
PADM 620	The Management of Non-Profit Organizations

Second Tier

PADM 522	Marketing and Strategic Planning
PADM 544	Program Evaluation

Seminar in Non-Profit Management

Other Required Classes:

Research or Thesis:

Students have the option of completing a thesis or research project. Only six hours of research or thesis may be applied to the program of study and the six hours cannot be taken in the same semester. Prerequisites for thesis and research include the following:

1. PADM 502 Writing Seminar
2. PADM 511 Statistics
3. Completion of or enrollment in PADM 512 Research Methods

Thesis (PADM 600, 602, 603, 604, & 605): Each class is three hours credit. (Requirement: 6 hours total). A student must officially enroll in one of these sections for each semester a student works with his or her committee chairperson towards the thesis or research project.

Research (PADM 607-615): Each class is three hours credit. (Requirement: 3 hours total).

Internship (PADM 583): Each student must complete (unless waived) a paid or non-paid internship with a public agency for a total number of 300 hours. Prerequisites for internship include 18 hours of coursework, including PADM 502, PADM 503, PADM 511, and other classes as determined by the Internship and Placement Director. Additionally students are required to take Information Systems Management (PADM 543) or be proficient in information systems management. Students may apply for a waiver from the Internship requirement if their current or past work experience warrants an exemption. An exemption may be granted when a student satisfies the following criteria:

1. At least seven years of professional work experience.
2. Three years of verifiable entry level work experience that includes the following responsibilities or the equivalent: supervisory, policy-making, and/ or managerial;
3. Completion of 27 credits or more with a 3.5 GPA

Writing Seminar (PADM 502): All students are required to take writing seminar unless exempted. Any student who is exempt from the writing seminar class who submits a poorly written thesis or research project shall be required to take PADM 502 and pass with a grade of B or higher before graduating. An exemption may be granted when a student satisfies the following criteria:

1. A 3.5 cumulative GPA
2. A verbal GRE score of 550 or above
3. A score of 80 percent or above on a departmental writing examination
4. Approval of the Writing Seminar professor

COURSE DESCRIPTIONS

PADM 498. Introduction to Research. This course offers an introduction to the concepts of statistics and research.

PADM 501. Public Administration Seminar. This course introduces the student to the institutional, political, and normative environment of public administrators in a democratic society. The focus may vary but reconciling bureaucratic government and democratic principles is a significant issue in discussing the environment of public administration.

PADM 502. Writing Seminar. This course addresses essentials for writing especially for research projects. It addresses several basic elements of serious writing: APA Style, APA citation; development of research topic; and creation of a literature review.

PADM 503. Principles of Public Administration. This course offers an introduction to the study of public administration. Students are introduced to basic concepts and foundational theories relating to bureaucratic analysis, organizational theory and behavior; functions of public management such as personnel administration, budget decision making, government regulations and administrative law.

PADM 508. Organizational Theory. This course addresses basic principles of the internal management of organizations with a focus on public organizations. Topics addressed include authority, communication, productivity, planning, morale, and change.

PADM 511. Statistics. This course covers important concepts of basic descriptive and inferential statistics, including both parametric and non-parametric statistics, hypothesis testing, binomial probability distribution, simple linear regression, and estimating population proportions.

PADM 512. Research Methods. This course covers advanced topics in applied research. Topics to be covered include the various steps in the creation of a research proposal, including development of a research question, a literature review, and an appropriate methodology.

PADM 515. Public Policy. This course introduces the process, issues, concepts, arenas, and participants involved in public policy making. Course topics include the following: processes (planning, decision-making, implementation, and evaluation), institutions, typologies, and outcomes. (First Tier)

PADM 520. Public Health Organizations and Programs. This course introduces the student to the preventative aspects of public health programs and practice. The philosophy and principles of public health organization and practice is presented, with particular emphasis on organization, mission, and function of both official and voluntary preventative health services at the international, national, state, and local levels. Included in the course are discussions of maternal and child health, infectious and chronic disease control, adult health, gerontology, mental health, health economics, public law, health education, accident and drug abuse control, public health nursing, and social welfare services.

PADM 521. Health Services Administration. This course examines organization and management in different healthcare organizations and service settings, including hospitals, ambulatory care services, and managed care organizations. Discussions emphasize determinants and managerial implications of changing inter-organizational relationships.

PADM 522. Marketing and Strategic Planning. This course explores marketing theory and research as applied to corporate strategic planning in the healthcare industry. Topics include patient market segmentation, medical staff marketing, promotion and public relations, strategy development, long-range planning, corporate reorganization alternatives, multi-instructional systems, and closure and conversion. Using marketing and planning concepts and methods, students participate in developing a long-range plan.

PADM 525. Healthcare Economics. This course deals with the application of economics concepts, principles and procedures to the healthcare sector. The important topics covered include but are not limited to the following:

- Healthcare services and products markets

- Production and supply of healthcare services
- Markets for physician and hospital services
- Markets for physician and nursing manpower
- Market failures and governmental interventions
- Public policies in healthcare
- Medicaid, Medicare, and health insurance

PADM 526. Current Topics in Healthcare Management. Current topics in healthcare management are examined in a similar format.

Guest lecturers discuss important, timely issues that face healthcare managers in the current market.

PADM 527. Legal Issues in Healthcare. Regulatory and legal aspects affecting administration of hospitals and other healthcare organizations will be discussed as well as the Legal issues relevant to the administrator, decision-making and planning process.

PADM 530. Public Finance. This course covers basic concepts, principles, and procedures of public sector economics. Public expenditures and revenue are discussed with a focus on state and local government tax and non-tax revenue sources and expenditures, and variations in intergovernmental aid programs and state and local expenditure policies and practices.

PADM 540. Methods of Public Policy Analysis. This course covers various processes used by public policy analysts in understanding the nature of the problem to be analyzed, structuring the research strategy, gathering data and other information, formulating the answer to the problem, and writing the memo or report. Innovative techniques for accomplishing the above steps are covered including cost benefit analysis, problem definition techniques, and different types of commonly encountered policy analysis situations. (Case method is used in this course) (Second Tier).

PADM 541. Management Decision Models. This course deals with management decisions in the public sector. It discusses and applies mainly quantitative decision models to governmental decisions. The model covered include:

- Quantitative models of various types
- Optimization models
- Financing models
- Cost benefit and cost effectiveness model
- Deterministic and stochastic models
- Decision analysis models
- Linear programming
- Simulation and inventory models

PADM 542. Urban and Regional Planning. This course analyzes the theory, organizational mechanisms, techniques and evolution of planned change within cities and urban districts, with particular emphasis on pressing housing issues facing our society.

PADM 543. Information Systems for Public Managers. This course analyzes computer software applications including word-processing, spreadsheet, database management, graphics, desktop publishing, and statistical analysis software.

PADM 544. Program Evaluation. Practical training in program evaluation is provided as students learn techniques in all phases of designing and implementing a program evaluation. Included in the training is the development of a model, conducting the study, analyzing the results, and writing the evaluation report.

Students are expected to fully design an evaluation plan capable of implementation in a real life setting of public management. (First Tier)

PADM 545. Housing and Community Development. Problems in housing and community development, causal actors and consequences. Current patterns in federal, state, and local policy and programmatic responses. Real estate appraisal and mortgage lending.

PADM 550. State and Local Government Policy and Management. Major topics and issues regarding these two levels of government are covered.

PADM 551. Management of Nonprofit Organizations. This course is a survey course designed to introduce students and managers of nonprofit organizations to the essential tools for management. Specifically, the course will accomplish the following objectives: (1) provide an understanding of the development of policies and procedures including personnel, fiscal, and evaluation; (2) introduce the fundamental of grant writing and fundraising; (3) provide information on financial management, prevention of employee theft and fraud; and (4) educate students on the principles of marketing and public relations.

PADM 553. Financial Management of Nonprofit Organizations. This class provides an overview of the financial accountability and responsibility of managing a nonprofit organization. Course content includes legal issues in financial management including recording and reporting requirements, basic accounting and bookkeeping, internal control, audits, financial planning—budgets, financial statements and other financial reports of the organization, risk management, and the use of financial software for efficiency and effectiveness.

PADM 557. Legislative Process, Management and Oversight. This course covers several important issues regarding management and oversight by the legislative branch including performance evaluation, sunset laws, fiscal auditing, oversight hearings, role of legislative staff generally, relationship between legislative and executive branches, and the role of information in legislative decision making.

PADM 560. Urban Economics. This course applies economic concepts, principles, and procedures to urban sector policies, problems, and issues. Included in the course are the following topics:

- Theoretical analysis of urban structure
- Urban location models
- Urban economic problems
- Urban housing problems and policies
- Nature of urban areas
- Urbanization and economic growth in the United States
- Trends in sizes and structures urban areas

PADM 562. Human Resource Management. This course examines various principles and issues regarding public personnel. Included in this course is a discussion of effective techniques for hiring, motivating, training, compensating, and evaluating employees. Other topics covered include job discrimination, collective bargaining, and employee conflict resolution.

PADM 563. Managerial Economics (Microeconomics). This course acquaints students with the basic concepts, principles and procedures of both micro and macroeconomic relevant to public policy analysis; provides and understanding of

relationships between consumers and producers in a contemporary economy; acquaint students with methods of analysis relevant to decision making in both public and private sectors of the economy.

PADM 564. Organization and Systems Management. This course develops system-based frameworks for analyzing and understanding policy and management in the public sector and applies systems theory to public management.

PADM 572-579. Independent Research in Public Administration. A student works with a professor on a topic that is mutually agreed upon by the student and the professor.

PADM 581. Political Leadership and Public Policy. This course defines leadership and identifies critical attributes that make for leadership. It also examines the role of public institution in promoting leadership. The examination covers various leadership styles.

PADM 583. Internship. The purpose of the internship is to provide students the opportunity to apply knowledge and skills acquired in the classroom to issues in an agency. Each student, unless exempted, must complete an internship with a public or quasi-public agency. Placement is arranged by or must be approved by the Departmental Internship and Placement Director.

PADM 591. Urban Transportation Planning. Introduction to urban transportation planning, data collection methods, policy analysis, mathematical models used to conduct analysis of transportation problems, and the decision making processing used in an institutional environment.

PADM 600 (3 hours), 601 (3 hours), & 603 (3 hours). Thesis. Students are expected to work closely with their faculty advisors towards completion of their thesis projects.

PADM 607-615 (3 hours). Research Project. Students are expected to work closely with their faculty advisors towards completion of their thesis projects.

PADM 620. Public Health Organizations and Programs. This course introduces the student to the preventative aspects of public health programs and practice. The philosophy and principles of public health organization and practice is presented, with particular emphasis on organization, mission, and function of both official and voluntary preventative health services at the international, national, state, and local levels. Included in the course are discussions of maternal and child health, infectious and chronic disease control, adult health, gerontology, mental health, health economics, public law, health education, accident and drug abuse control, public health nursing, and social welfare services.

PADM 621. Conflict Mediation, Alternative Dispute Resolution. This course is about dispute resolution using the mediation process. Important concepts useful for analyzing conflicts, designing and implementing intervention strategies for dispute resolutions are presented.