

PUBLIC ADMINISTRATION (PADM)

PADM 583. Effective Managerial Communications. 1 Hour.

Semester course; 1 lecture hour. 1 credit. Describes and explains the communications process as it applies in public organizations. Acquaints students with the theoretical basis of interpersonal communications and with applied methodologies from a managerial perspective.

PADM 584. Planned Organizational Change. 1 Hour.

Semester course; 1 lecture hour. 1 credit. Describes and explains strategies and tactics of planned organizational change. Emphasis is placed on the change process in organized situations and on various strategies and tactics the manager may employ to achieve desired change in his or her organization.

PADM 585. Power, Influence and Organizational Competence. 1 Hour.

Semester course; 1 lecture hour. 1 credit. This course will explore the strategies and tactics of power and influence use in large-scale public organizations. A framework for use of influence strategies will be presented and tactical methodologies will be examined through case study and simulation.

PADM 591. Topic Seminar. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Seminar in contemporary public administration issues.

PADM 601. Principles of Public Administration. 3 Hours.

Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Dynamics of governmental administration including administrative principles, decision-making, communication, leadership, organizational models, and the social, economic, legal and political milieu of administration. Crosslisted as: GVPA 601.

PADM 602. Public Administration Theory. 3 Hours.

Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Examines historical and contemporary public administration theories and paradigms. Emphasizes the practical significance of such theories for both macro and micro issues in public administration.

PADM 603. Politics and Economics. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Examines political and economic institutions and concepts as they affect and are affected by the practice of public administration. Topics include microeconomics and the public sector; the interrelationship between the private and public sectors; macroeconomics concepts and related institutions.

PADM 604. Comparative Public Institutions. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Applies a comparative methodology to explore theories and models of public institutions in the United States and in selected developed and developing countries. Focuses on administrative structures and practices, with emphasis on the relationship between administrative practice and cultural and political context. Institutions examined will be changed periodically to focus on interjurisdictional comparisons within the United States - at the local, state and federal levels - as well as among other countries and the United States.

PADM 605. Survey Research Methods. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisites: SOCY 601, SOCY 602 and SOCY/STAT 608, or permission of instructor. Examines all major areas of survey research methodology including sampling, design, data collection methods, questionnaire design, data analysis and data processing. Addresses problems specific to survey research, such as telephone interviewing, constructing large representative samples and nonresponse rates. Crosslisted as: SOCY 605.

PADM 606. Government Management Models. 3 Hours.

Semester course; 3 lecture hours. 3 credits. An examination of current thought and research on management theory and organizational design in government. Theory and research from diverse sources, i.e., political science, sociology, industrial psychology and administrative science will be explored to provide each student with the macro conceptual framework necessary for development or refinement of effective public management skills.

PADM 607. Public Human Resource Management. 3 Hours.

Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. The general concepts, principles and techniques of personnel administration and employee relations as applied in governmental units and agencies.

PADM 609. Financial Management in Government. 3 Hours.

Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. The general concepts, principles and techniques of financial management as they are applied in governmental units and agencies.

PADM 621. Organizational Behavior and Management in Government. 3 Hours.

Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. The general concepts, principles and theories of management and organizational behavior as they relate to the administration of governmental units and agencies are dealt with in lecture, discussion and workshop formats.

PADM 622. Public Sector Budgeting. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisite: PADM 609. Advanced theory and practice of public agency budgeting in the decision-making process and its impact on policy-making. Topics include alternative budgeting systems, capital planning and budgeting, budget execution, budgeting analysis techniques, and revenue and expenditure forecasting.

PADM 623. Research Methods for Government and Public Affairs. 3 Hours.

Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Introduction to the scope and methods of applied research for the public sector. Focuses on problem structuring through logical methods, exploring problems through observation and other methods of data collection, analyzing and summarizing findings using both qualitative and quantitative methods. Crosslisted as: GVPA 623/ CRJS 623/URSP 623.

PADM 624. Quantitative Methods for Public Administration. 3 Hours.

Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisite: PADM 623 or permission of the instructor. Introduction to statistical methods for use in managerial decision-making, policy analysis and social science research. Descriptive and inferential statistics are explored through computations and using SPSS/ PC computer software.

PADM 625. Public Policy Analysis. 3 Hours.

Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. The examination of various methods for identifying and structuring public policy problems and issues, formulating and analyzing alternative responses, recommending policy actions for decision-making, and designing and evaluating implementation plans and the means to monitor and evaluate the resulting policy outcomes. Crosslisted as: GVPA 625.

PADM 626. Intergovernmental Relations. 3 Hours.

3 lecture hours. 3 credits. Focuses on various models of federalism and examines the pragmatic evolution of federal, state and local intergovernmental relations in the United States. Topics include policy implementation and implications, fiscal transfers, and local government cooperation and conflict in the metropolis.

PADM 627. Workshop in Policy Analysis. 3 Hours.

Semester course; 3 lecture hours. 3 credits. This course is project-oriented, emphasizing practical experience in the design and conduct of policy analysis. Emphasizes political environment and client relationships.

PADM 628. Environmental Policy and Administration. 3 Hours.

Semester course; 3 lecture hours. 3 credits. This course explores the relationship between environmental policy and its implementation within a democratic political system. It includes an investigation of basic concepts that underlie environmental policy and the difficulties encountered when attempting to apply them in a real-world setting. It also surveys a variety of tools and methodologies that may be useful in attempting to develop and implement environmental policy. Crosslisted as: ENVS 628.

PADM 630. Strategic Planning and Management in the Public Sector. 3 Hours.

3 lecture hours. 3 credits. Explores the benefits and limitations of strategic planning and management in the public sector, examines approaches to strategic management, especially in terms of the role and behavior of top management, and provides an introduction to the analytic and process methods used in strategic planning and management. Crosslisted as: URSP 630.

PADM 637. Organic Human Resources Management. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisite: PADM 607 or equivalent. An examination of current thought, research, and personnel management theory and practice in government that is person-oriented is presented in this course. Topics include rank-in-the-person personnel systems; career development, executive personnel systems; forecasting human resource needs; individual-based performance evaluation; employee assistance programs; and special emphasis program.

PADM 642. Grants Management. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Principles and practices of managing federal and state funds and implementing a grant-funded program. Topics include federal grant-making process, applying for a grant, developing grant accounting systems, joint funding, disputes, appeals and remedies, and close-out procedures.

PADM 650. Principles of Nonprofit Management. 3 Hours.

Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Explores the history, theories and dynamics of not-for-profit organizations in the United States, with focus on organizations with local or regional services areas. Emphasizes political, legal, cultural and constituent environments; revenue generation; decision-making; communications leadership; and organizational models. Compares the mission and operations of nonprofit organizations, government organizations and for-profit enterprises in the delivery of services.

PADM 652. Administrative Law. 3 Hours.

Semester course; 3 lecture hours. 3 credits. The course considers the administrative process from the perspective of rule-making and decision-making within the framework of public agencies. It will examine the development of the law, the use and control over administrative discretion, legislative and judicial controls over the administrative process, and remedies for improper administrative acts.

PADM 654. Program Design and Evaluation. 3 Hours.

Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisite: PADM 623/CRJS 623/GVPA 623/URSP 623 or equivalent or permission of instructor. Designed to train students of public and nonprofit administration in the principles of program design and evaluation. Students will be introduced to the theoretical, organizational, political and ethical foundations of the program as well as practical research design and methodologies, both qualitative and quantitative.

PADM 656. Fund Development for the Nonprofit Sector. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Students will study the multiple methods and sources for funding nonprofit organizations, the various methods for identifying and securing funding resources and for differentiating among them. Sources of funding that will be explored include corporate, annual, planned giving/endowment, individual, major gift, the use of special events and direct mail. Grant writing will be explored in detail. Students will examine ethical issues related to fund raising as well as the stewardship of funds received.

PADM 657. Nonprofit Advocacy and Government Relations. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Addresses the growth and expansion of the nonprofit sector's relationship to the government sector both in the United States and internationally. Students will study historical and current partnerships with and regulation by government entities. Students also will study the nonprofit organization's advocacy role on behalf of its missions and beneficiaries, the scope of permitted lobbying and political activities, the state's role in regulating speech by nonprofits and government funding of service delivery through religious-based organizations.

PADM 659. Financial Management for Nonprofit Organizations. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Designed to introduce students to the financial practices of nonprofit organizations including budgeting, forecasting, accounting, auditing, and debt and cash management. The general concepts, principles and techniques of financial management will be studied in the context of the political, behavioral and social environments in which the nonprofit organization operates in order to determine the best manner for achieving the objectives of the nonprofit financial administrator/manager. This course may be substituted for the core course, PADM 609 Financial Management in Government, for students pursuing a nonprofit specialization.

PADM 660. Community Power Dynamics. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Examination of the location of power in the American community, operational concepts and general methodological approaches defined, empirical findings based on various methodological approaches, conclusions on community political systems and power.

PADM 661. Nonprofit Law, Governance and Ethics. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Examines fundamental governance issues in nonprofit corporations with a focus on boards of trustees and their fiduciary responsibilities as established by law as well as moral imperatives stemming from their actions on behalf of the public interest. The ethical dimensions of work in nonprofit organizations are explored with specific emphasis on risk management, tax liability and human resource management.

PADM 662. Advanced Topics in Revenue and Taxation. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisite: ECON 616 or permission of instructor. An advanced examination of governmental revenue and taxation policies, tax incidence, and alternative funding techniques.

PADM 664. Local Government Administration. 3 Hours.

Semester course; 3 lecture hours. 3 credits. An intensive examination of the major functional responsibilities with a special emphasis on the organization, standards, operational imperatives, interrelationship with other functions, and special management problems at the local level, including small and rural jurisdictions.

PADM 670. Advanced Public Financial Management. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisites: PADM 609 and ECON 616, or permission of department. Brings together specialty aspects of public financial management such as economic and political implications, practical skill-building, operational financial administration issues and tactics, and accounting principles and approaches, and integrates these disparate segments of public finance. The emphasis is on policy-level implications and strategies of public financial management strategies of executive planning, analysis, and management of the financial sector of public organizations.

PADM 672. Social Equity and Public Policy Analysis. 3 Hours.

Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Designed to provide an overview of the concept of social equity and its relationship to public policy, this course will introduce students to an array of public policy areas along the core dimensions of race, ethnicity, gender and class. More specifically, this interdisciplinary survey course is designed to introduce graduate students to the concept of social equity and its relationship to public policy from theoretical and applied perspectives. The primary social equity focus of the course is racial inequities in the United States. Crosslisted as: GVPA 672.

PADM 675. Comparative Public Administration. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Explores methodology, theories and models used in comparative approach to public administration, functional processes of administration in selected developing and developed countries, and role of bureaucracy in development and nation building.

PADM 680. Leadership in the Public Sector. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Explores aspects of current interest in leadership style, skills and roles. This course allows participants to explore areas of personal interest in contemporary public management leadership theory and practice and to share findings in seminar format.

PADM 681. Governmental Administrative Decision-making Processes. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Identification of alternative decision-making processes in public sector management environments. Choosing the proper method of the appropriate management-level theory and method of controlling administrative decisions within governmental organizations. Dealing with political, budgetary and personal constraints in achieving organizational goals.

PADM 682. Advanced Public Human Resources Management. 3 Hours.

Semester course; 3 lecture hours. 3 credits. Prerequisite: PADM 607 or equivalent or permission of instructor. Public personnel management is analyzed in process and systems perspectives, with specific emphasis on the interrelatedness of discrete system components with other systems. Attention is given to the integration of personnel elements through the development of feedback systems, positive and negative impacts' analyses, and personnel policy development and implementation.

PADM 683. Administrative Ethics. 2,3 Hours.

Semester course; 2 or 3 lecture hours. 2 or 3 credits. A philosophical investigation into the problems of making ethical decisions, focusing on issues likely to confront the public administrator. Examples of such issues are equity in social services delivery, affirmative action, loyalty to the bureaucracy vs. "whistle blowing," and conflicts of interest between personal and public interest. Crosslisted as: PHIL 683/GVPA 683.

PADM 689. Seminar in Public Administration: Integration of Theory and Practice. 3 Hours.

Semester course; 3 lecture hours (delivered online, face-to-face or hybrid). 3 credits. Prerequisites: PADM/GVPA 601, PADM 602, PADM 607, PADM 609, PADM/GVPA/CRJS/URSP 623, PADM 624 and PADM/GVPA 625. Integration of public management and administration theory and practice; goal setting for professional growth and approaches to lifelong continuing self-development; integration of theory, models, knowledge, skills, behaviors, values, ethics and philosophy of public management and administration. This is the capstone course required for M.P.A. students.

PADM 691. Topics in Public Administration. 1-3 Hours.

Semester course; 1, 2 or 3 lecture hours. Variable credit. Course may be repeated with different topics as approved. Prerequisite: permission of instructor. An in-depth study of a selected topic in public administration. See the Schedule of Classes for specific topics to be offered each semester.

PADM 693. Public Administration Practicum. 3 Hours.

3 credits. A professional internship in public service for those students without significant professional-level experience in a public agency.

PADM 697. Directed Research in Public Administration. 1-6 Hours.

Semester course; 1-6 credits. Prerequisite: permission of instructor. Independent research into public administration problems, issues, applications and theories related to student's field of concentration.