

# Master of Public Administration

The Master of Public Administration (MPA) is a professional degree that prepares persons interested in public service for middle and upper level administrative positions. The program's student and teaching oriented faculty seek to contribute to the development of professional individuals with an ethos of democratic administration by providing them with a combination of solid academic learning and concrete practical experiences.

The MPA Program is located in the Department of Political Science and International Affairs. The Program works in cooperation with a number of other departments as well as the A. L. Burruss Institute of Public Service that provides community services and technical assistance to nonprofit and public organizations throughout the greater Northwest Georgia region.

## General Requirements for Admissions to the MPA Program

MPA Program admission requires:

1. A baccalaureate degree from an accredited college or university with a 2.5 grade point average;
2. A minimum combined score of 800 on the verbal and quantitative portions with a 3.5 minimum score on the analytical writing section of the Graduate Record Examination (GRE) or a combined score of 400 on the Graduate Management Admissions Test (GMAT); international students must also provide satisfactory TOEFL scores. (Students submitting scores for the GRE taken prior to October 1, 2002, must submit a minimum combined score of 1200 on the verbal, quantitative, and analytical portions of the Graduate Record Examination);

3. An application letter that states the applicant's interest and goals for the MPA Program and the potential use of the degree;
4. A current résumé; and
5. Two letters of recommendation that address the applicant's potential for graduate study and use of an MPA degree.

Students are admitted to the program based upon an overall review of all credentials including any work and community service experience that indicates potential success in graduate work and in professional public service.

**Transfer Credit**

Up to nine semester hours of graduate work from other accredited institutions may be transferred. To be transferred, course work

from other institutions must correspond to Kennesaw State's MPA curriculum. Students will need to provide course descriptions and syllabi wherever possible, and the amount of credit granted will be at the discretion of the program director. Such course work may be no more than five years old.

**Grades**

Expectations for satisfactory graduate level student performance are detailed in Academic Policies section of this catalog.

**Petition to Graduate**

MPA candidates must petition to graduate at least one semester prior to completion of their degree requirements.

**Master of Public Administration**

The MPA Program is a 36 semester-hour course of study that consists of three components: A 7-course core curriculum required of all students (21 hours); a 4-course concentration of the student's choice (12 hours); and a professional exercise (3 hours).

***Credit Hours***

**CORE CURRICULUM**

**11**

The core curriculum ensures that every MPA graduate is versed in both the theory and practice of this professional field. Courses include the history and values of democratic administration, the institutions and individuals that comprise it, and the tools used to achieve the goals of such administration.

PAD 6200	Fundamentals of Public Administration and Public Service
PAD 6250	Research Methods & Computer Applications
PAD 6300	Public Organization Theory
PAD 6350	Public Service Budgeting
PAD 6450	Governmental Relations
PAD 6700	Public Personnel Administration
PAD 6500	Policy Analysis (required for the regional policy and administration concentration)
<b>or</b>	
PAD 6600	Program Evaluation

**CONCENTRATIONS**

**12**

The concentration courses enable students to prepare themselves for professional careers in the public and nonprofit sectors. Students will choose one of the following concentrations.

**Regional Policy and Administration**

Required:

PAD 7130	Regional Politics and Policy
PAD 7430	Regional and Local Planning
GEOG 7100	Geographic Information Systems for Administrators

Select one additional course from the following:

PAD 7230	Local Government and City Management
CM 7100	Introduction to Conflict Management
PAD 7455	Administrative Law

**Community Services/Nonprofit Administration**

Required:

PAD 7100	Philanthropy and the Nonprofit Sector
PAD 7180	Nonprofit Governance and Administration

Select two additional courses from the following:

PAD 7130	Regional Politics and Policy
PAD 7120	Health Policy
PAD 7150	Contemporary Public Issues
PAD 7250	Leadership in Public Service
CM 7100	Introduction to Conflict Management

**Information Systems Administration**

IS 8050	Information Systems Project Management Methods
IS 8070	Legal and Ethical Issues in Information Systems
IS 8950	Information Systems Policy and Strategy

Student will select one other graduate IS or MPA course or other graduate course as approved by the Graduate Director. IS 8910, Special Projects in Information Systems, IS 8916, Cooperative Education, and IS 8918, Internship in Information Systems are among the choices available depending upon the student's background and goals.

**Governmental Administration**

Required:

PAD 7455	Administrative Law
CM 7100	Introduction to Conflict Management

Select two additional courses from the following:

PAD 7130	Regional Politics and Policy
PAD 7230	Local Government and City Management
PAD 7120	Health Policy
PAD 7150	Contemporary Public Issues
PAD 7250	Leadership in Public Service
GEOG 7100	GIS for Administrators
PAD 7470	Issues in Criminal Justice Administration

**MPA PROFESSIONAL EXERCISES****3**

Students select one of the following with the consent of the graduate director:

PAD 7985	Internship in Public Service
PAD 7995	Public Service Practicum

**PROGRAM TOTAL: 36**

## Master of Public Administration Course Descriptions

### **CM 7100. Introduction to Conflict Management. 3-0-3.**

*Prerequisite: Admission to graduate study.*

This course presents an overview of the emerging movement toward alternative forms of conflict resolution and of conflict management as an interdisciplinary field. Readings are drawn from a broad range of academic disciplines, including law, economics, social psychology, sociology, anthropology, political science, as well as dispute resolution. Students are introduced to conflict resolution theories, dispute resolution processes, conflict management system design, and application of conflict management to the public policy environment.

### **GEOG 7100. Geographic Information Systems for Administrators. 3-0-3.**

*Prerequisite: Admission to graduate study.*

This course is designed for administrators (not GIS managers) who wish to integrate a geographic information system into the operations of their local agency. Students will be introduced to basic GIS technology, but course emphasis is placed on conceptualizing and understanding how GIS can aid daily operations in administrative capacity. Guest lectures and specific case studies, including, planning and zoning, transportation, utilities, emergency services, taxation, and waste management, will be examined in class. Students at a minimum should be comfortable working in a Windows environment, have some experience working with databases, and be accomplished Internet users (ftp, browsing, etc.). No previous exposure to GIS or mapping is necessary.

### **PAD 6200. Fundamentals of Public Administration and Public Service. 3-0-3.**

*Prerequisite: Admission to graduate study.*

Covers the public policymaking process, civil service and administrative agencies, and policy implementation, with brief introductory forays into motivation, leadership, decision making, finance and budgeting, and personnel. Contrasts between public and business administration will be included.

### **PAD 6250. Research Methods and Computer Applications. 3-0-3.**

*Prerequisite: Admission to graduate study.*

Develops familiarity with methods of research and analysis useful to public service practitioners. Survey and research design, statistical methods such as descriptive and inferential statistics, including multiple regression, will be covered. Involves intense hands-on computer work using statistical software.

### **PAD 6300. Public Organization Theory. 3-0-3.**

*Prerequisite: Admission to graduate study.*

Offers conceptual and practical perspectives for understanding and managing organizations. A spectrum of theories of organization will be examined. The concepts and issues to be discussed include mechanical and organismic aspects of organizations, organizational culture and politics, organizational psychodynamics, and recent theories of organizing. The implications of the theories for a reflective practice will be the focus of class discussions.

### **PAD 6350. Public Service Budgeting. 3-0-3.**

*Prerequisite: Admission to graduate study.*

Techniques of financial management, chiefly in local agencies, covering the origins and types of modern budgeting, from line-item, program and performance, to zero-based budgeting. Attention will be paid to both the politics of the budgetary process and the financial and accounting principles involved, with a strong emphasis on hands-on exercises.

### **PAD 6450. Governmental Relations. 3-0-3.**

*Prerequisite: Admission to graduate study.*

Examines the interaction between the federal, state, and local levels of government in the United States and their interaction with non-profit and other private sector organizations. Special attention is given to the constitutional and fiscal relationships between these levels of government.

### **PAD 6500. Policy Analysis. 3-0-3.**

*Prerequisite: PAD 6250.*

Deals with the theoretical issues and practical techniques of policy analysis. Focus will be on problem definition, alternative and criteria formulation, and decision making phases of prospective policy analysis. Students will learn to conduct simple analyses for policy decisions. Policy-analytic report writing and other forms of policy communication will also be emphasized.

**PAD 6600. Program Evaluation. 3-0-3.**

*Prerequisite: PAD 6250.*

This course is designed to introduce the basic methods of policy and program evaluation. These evaluation methods are used in needs assessments, monitoring social programs, and assessing the effectiveness and efficiency of their impacts. Quantitative approaches, such as experimental, quasi-experimental, and reflexive designs and the social, political, and ethical context of evaluation studies will be discussed.

**PAD 6700. Public Personnel Administration. 3-0-3.**

*Prerequisite: Admission to graduate studies.*

This course addresses theories and principles of managing people in public and nonprofit organizations. Issues that will be addressed are the application of human resources concepts and processes, the legal and political influences impacting human resource management, and the distinctive role of human resource management in public and nonprofit organizations.

**PAD 7100. Philanthropy and the Nonprofit Sector. 3-0-3.**

*Prerequisite: Admission to graduate study.*

Provides students with a comprehensive overview of the historical development of community service and nonprofit organizations. Particular emphasis will be given to distinguishing the nature of nonprofit organizations from business and traditional government organizations. Also, the course will emphasize the unique philosophy of nonprofits, especially the notions of charity, philanthropy, community caring, and volunteerism.

**PAD 7120. Health Policy. 3-0-3.**

*Prerequisite: PAD 6200.*

Provides an overview of current health policy in the U.S. and government's role in it and how these have evolved in historical perspective. The organization, financing, and delivery of health care will be examined as well as issues such as access and the roles of various health care providers.

**PAD 7130. Regional Politics and Policy. 3-0-3.**

*Prerequisite: Admission to graduate study.*

This course is designed to introduce students to the basic concepts in politics of local and regional governance. The history of the city and county administration in the U.S., power relations in urban areas, and the legal/structural bases of urban policymaking will be discussed in the class. The history and structure of American cities will be compared with those of European cities and

the global implications of urban problems will be discussed.

**PAD 7150. Contemporary Public Issues. 3-0-3.**

*Prerequisite: Admission to graduate study.*

Covers a spectrum of issues which may range from local matters such as education, housing, and urban planning to broader concerns such as health care and economic policy as well as environmental conditions. For each issue cross-national comparisons will be explored and alternative policy solutions will be developed and discussed.

**PAD 7180. Nonprofit Governance and Administration. 3-0-3.**

*Prerequisite: Admission to graduate study.*

This course will cover how to build successful boards for responsible governance, community impact, and mission advancement; how to recruit, train, and manage staff and volunteers; how to develop resources and raise funds from institutional as well as individual contributors. It will also emphasize special ethical dimensions of nonprofit governance and administration

**PAD 7230. Local Governance and City Management. 3-0-3.**

*Prerequisite: Admission to graduate study.*

This course will cover the common practices and problems of local government administrators and city managers, with special attention to the complex environment of and interrelations in the metropolitan and regional setting. It will explore the relationship between politics and administration and between city and county managers and their multiple constituencies.

**PAD 7250. Leadership in Public Service. 3-0-3.**

*Prerequisite: PAD 6200.*

To increase the ability of individuals to deal with public and social problems in all areas of public service, this course concentrates on understanding and developing leadership roles. Emphasis will be on leadership in the context of teamwork, participatory decision making and employee empowerment, and on the development of organizational cultures that promote individual initiative and leadership.

**PAD 7430. Regional and Local Planning. 3-0-3.**

*Prerequisite: PAD 6200.*

This course covers the theory, history and the technical and legal bases of regional/metropolitan and local planning. The topics to be discussed are the history of planning in the

U.S. and European countries, the legal bases and politics of planning, the tools of land-use planning, community development, transportation planning, economic development and growth management, and environmental and energy planning. Particular emphases will be on the legal and technical aspects of planning in cities, counties, and metropolitan regions. The implications of citizen participation in planning for democracy and political processes will also be discussed.

**PAD 7455. Administrative Law. 3-0-3.**

*Prerequisite: PAD 6200.*

Administrative law provides students with a broad ranging analysis of how public administrators must handle constitutional and legal restraints placed on them by legislators, executives and the judiciary. The course provides an overview of those constraints then discusses in depth United States Supreme Court cases in which the law and constitution are applied to administrative actions.

**PAD 7470. Issues in Criminal Justice Administration. 3-0-3.**

*Prerequisite: PAD 6200.*

This course explores societal issues and trends which influence the administration of justice. These include liability issues; labor law applicability to a 24 hour/7 day a week operation; privatization; and diversity. It will address particular attention to the creation and impact of public policy.

**PAD 7900. Special Topics. 3-0-3.**

*Prerequisite: Consent of the program director. (Repeatable).*

Addresses topical issues in public or community services administration that are of special concern to students, faculty, and to the community.

**PAD 7950. Directed Study. 3-0-3.**

*Prerequisite: Consent of the program director.*

**(Repeatable.)**

Concentrated independent readings and investigations of special topics of interest to individual students. Readings, research, papers, and other projects will be determined jointly by the student and the instructor.

**PAD 7985. Internship in Public Service. 3-0-3.**

*Prerequisite: Approval of program director.*

Culminating exercise required of all pre-service students; students must have permission of the graduate director prior to registering for this course or alternatively for PAD 7995.

Students shall work for a minimum of 150 hours on site during the term (approximately 10 contact hours per week). Objectives for the internship, field placements, readings, and research topics will be determined jointly by the student and supervising faculty. Requires preparation of a final written paper that summarizes how internship objectives were met and culminates in an oral presentation that demonstrates how the candidate's internship has developed him/her as a public service professional. Emphasis will be placed on actual issues and problems faced by practicing administrators.

**PAD 7995. Public Service Practicum. 3-0-3.**

*Prerequisite: Approval of the program director.*

Culminating exercise required of all in-service practitioners; students must have permission of the graduate director prior to registering for this course or alternatively for PAD 7985. With the guidance of the program director, the student will select a suitable topic and develop a proposal to guide completion of a fieldwork/research project during the semester. Requires preparation of a written paper that summarizes the results of project and culminates in oral presentations that demonstrate how the candidate's work as a professional in public service will serve him/her and the community. Emphasis will be on actual issues and problems faced by practicing administrators.