**PADM - Public Administration**

**PUBLIC ADMINISTRATION Courses**

**PADM 632. Environmental Planning, 3 Credits.**
Lecture 3 hours; 3 credits. Environmental analysis and the planning process; administrative agency structure, policy development, regulation and enforcement, content and use of the environmental impact statement.

**PADM 633. Methods of Urban Planning, 3 Credits.**
Lecture 3 hours; 3 credits. A survey of the methods of local planning in the governmental and administrative setting. The course is geared toward the administrator and technician in dealing with urban planning problems.

**PADM 634. Regional Planning, 3 Credits.**
Lecture 3 hours; 3 credits. The course analyzes the origins of regional planning agencies, current organizational structures, financing and functional activities. The focus is on the application of the systems approach to metropolitan planning issues. This latter objective is achieved through participation in exercises dealing with economics, transportation and land-use allocation modeling.

**PADM 640. Urban and Regional Issues, 3 Credits.**
Lecture, 3 hours; 3 credits. Prerequisite: permission from an advisor. Basic definitions and concepts in urban studies, interdisciplinary perspectives on the urban process from the perspectives of history, economics, geography, sociology, political science and related disciplines. Some focus on the qualities of urban research activities.

**PADM 651. Administrative Theory I: The Context of Public Administration, 3 Credits.**
Lecture 3 hours; 3 credits. Introduction to the profession of public administration; the evolution and development of the field, the role of organizations in contemporary American government, and the roles of politics and administration. The course also provides an introduction to the necessary skills for successful graduate study.

**PADM 652. Administrative Theory II: The Process of Public Administration, 3 Credits.**
Lecture 3 hours; 3 credits. Prerequisite: PADM 651. Introduction to management in the public sector. Topics include: organizing public agencies, managing people and work groups, introduction to organizational systems (human resources, budget, and information systems), and effective leadership and decision-making processes.

**PADM 655. Theories of Public Organization, 3 Credits.**
Lecture and discussion 3 hours; 3 credits. Analysis of public organizations from environmental (macro) and organizational (micro) viewpoints, viewed as both closed and open systems. The course also examines organizational behavior, design, structure and evaluation.

**PADM 668. Internship/Field Experience, 3-6 Credits.**
3 or 6 credits. Required of all students without previous experience in government service. Supervised work experience in a public agency. A written report will be required.

**PADM 671. Public Budgeting and Financial Management, 3 Credits.**
Lecture 3 hours; 3 credits. The purpose of this course is to examine the institutions, principles, and techniques of national, state, and local budgeting processes and financial administration. The course explores the allocation as well as the re-distributive role of government and the market. While applying information technology, students will analyze the practices and fundamental concepts of government budgeting, financial management, and public finance, with an emphasis on revenue, expenditure, capital budgeting and debt structures.

**PADM 672. Public Financial Management, 3 Credits.**
Examination of public sector financial management principles, practices and processes. Emphasis on financial auxiliary services employed in local government financial management. Introduction to governmental accounting practices and financial statements. Micro computer applications to public sector financial decision-making techniques. (Cross listed with PPCM 672).

**PADM 690. Urban and Regional Issues, 3 Credits.**
3 cr. Lecture. Prerequisite: permission from an advisor. Basic definitions and concepts in urban studies, interdisciplinary perspectives on the urban process from the perspectives of history, economics, geography, sociology, political science and related disciplines. Some focus on the qualities of urban research activities.

**PADM 695. Advanced Topics, 1-3 Credits.**
Lecture and discussion; 1-3 credits. Topics vary each semester.

**PADM 696. Directed Readings, 1-3 Credits.**
1-3 credits. Specifically planned readings for the graduate student who wishes to pursue special interests outside the scope of formal studies. Supervised on an individual basis.

**PADM 698. Directed Research, 1-6 Credits.**
1-6 credits. Supervised research on a specific program. A written report will be required.

**PADM 699. Thesis, 3-6 Credits.**
6 credits. An approved research project, written under the supervision of a faculty committee, in which the student demonstrates the capacity to design and complete independent scholarly investigation. The completed project must be approved by the thesis committee.

**PADM 701. Public Policy and Evaluation, 3 Credits.**
Exploration of key theories and approaches to public policy. This course covers all phases of the policy process, from formulation to evaluation, with particular focus upon the substance, political dynamics, and evolution of public policy.

**PADM 702. Urban Resource Allocation, 3 Credits.**
Lecture 3 hours; 3 credits. This course has three basic emphases: (a) theories of resource allocation; (b) analytical techniques useful in resource allocation analysis; and (c) methods of control for resource allocation. Includes techniques of cost effectiveness, budgeting, expenditure analysis as they relate to the urban environment.

**PADM 704. Methods of Public Program Evaluation, 3 Credits.**
Examination of various methodologies for designing and conducting program evaluation and research. Experimental, quasi-experimental and nonexperimental procedures will be covered. (Cross listed with PPCM 704) Prerequisites: PADM 753/PADM 853.

**PADM 705. Urban Law and Public Policy, 3 Credits.**
Lecture 3 hours; 3 credits. Focuses on legal aspects of urban policy by analyzing primary legal materials, including court decisions and legislative and administrative regulations. Skills of legal interpretation and legal craftsmanship are developed.

**PADM 708. Urban and Regional Economic Development, 3 Credits.**
Lecture 3 hours; 3 credits. This course examines the theory and practice of urban and regional economic development. The tools, institutions, and analytical techniques of urban and regional economic development are examined in light of relevant public policy issues.

**PADM 711. Urban Services Administration, 3 Credits.**
Lecture and discussion 3 hours; 3 credits. Analysis of the range of administrative tools and strategies for the delivery of urban services. Emphasizes new administrative alternatives under conditions of urban change.

**PADM 712. Emergency Management and Policy, 3 Credits.**
Lecture 3 hours; 3 credits. Explores policy and regulatory issues of emergency management; intergovernmental responsibilities and relationships among local, state and federal agencies in an “all hazards” approach to preparing and responding to manmade and natural disasters. Examines challenges faced by local, state, and federal managers during a large scale disaster.
PADM 713. Fundraising for Nonprofit Organizations. 3 Credits.
This course introduces students to fundraising principles of nonprofit organizations with an emphasis on different types of philanthropy, fundraising theories and practices, and motivations of givers. They will develop skills in creative problem solving for fundraising practice while learning to analyze and evaluate the fundraising process and methods. Additionally, students will develop the ability to synthesize and integrate current information and emerging ideas into a fundraising strategy and to think critically and analytically about a variety of fundraising perspectives.

PADM 714. Public-Private Partnerships. 3 Credits.
An in-depth analysis of the forces behind the privatization movement. Examines the context of privatization, the theoretical and empirical arguments on both sides of the debate, and the different forms of privatization practiced in the U.S. The course draws on a wide range of disciplines in a quest for an understanding of the privatization phenomenon—political science, public administration, public policy, sociology, economics, management, and others. (Cross listed with PPCM 714).

PADM 715. Management of Nonprofit Organizations. 3 Credits.
Lecture 3 hours; 3 credits. Successful nonprofit organizations require substantial capability in key areas of management such as developing a strong board of directors, recruiting and motivating talented staff and volunteers, creating a strategic plan and wisely managing fiscal and human resources. This course addresses these topics from theoretical and practitioner perspectives.

PADM 716. Introduction to Nonprofit Sector. 3 Credits.
Lecture 3 hours; 3 credits. This course offers a broad introduction to the study and practice of the nonprofit sector. The course explores the history, scope, and significance of the nonprofit sector as it relates to philanthropy, voluntary action, civil society, and civic engagement.

PADM 717. Nonprofit Financial Management. 3 Credits.
This course provides students with the knowledge to become effective financial managers by giving them practical applications of theory and skill-building in fiscal and accounting processes of nonprofit organizations.

PADM 718. Public Sector Contract Administration. 3 Credits.
Examines the actions that must be taken following the award of a contract, including assurance of required outcomes, assurance of compliance, proper contract launch, proper contract close-out, and documentation and carrying forward lessons learned. Connections to steps that must be taken in the other two phases of the procurement process are noted. (Course is cross listed with PPCM 718).

PADM 719. Leadership. 3 Credits.
Examines leadership through theoretical and practice-based frameworks. Offers analytical and intellectual examination and reflection on core issues in the practice of leadership. These objectives will be achieved through open discussion, honest self-assessment, experiential exercises, and observation of real-life leadership practice. (Cross listed with PPCM 719).

PADM 720. Public Personnel Administration. 3 Credits.
Lecture 3 hours; 3 credits. Examines the basic framework of the public personnel system beginning with the legal requirements imposed by federal and state laws and regulations. General considerations of policy and procedures development, the organization of the public personnel system, the adoption of the personnel ordinance, the determination of various levels of employee status and the coverage of the personnel system are included.

PADM 721. Transportation Policy. 3 Credits.
Lecture, 3 hours; 3 credits. This course focuses on surface transportation policy and planning, and highways and roads in particular. Topics include local, state and federal policies, public involvement in transportation planning, transportation and highway finance, privatization and public-private partnerships, critical issues and policy questions.

PADM 723. Ethics in Public Administration. 3 Credits.
Lecture 3 hours; 3 credits. Prerequisite: PADM 651. This course reviews the theory and application of ethics in the public sector, identifying public values and how they apply in the administration of government. It reviews sources of values employed in public sector decision-making, and reviews how values in public administration are managed and applied. Systems of professional ethics are reviewed in the context of public professions. Case studies and best practices are examined to help the student understand the application of administrative ethics in public management.

PADM 724. Administration of Human Services. 3 Credits.
Lecture 3 hours; 3 credits. Analysis of human services involving direct client/agency interaction. Problems of discretion and control are examined as alternative service delivery strategies which can deal with these problems.

PADM 725. Government, Society, and Business. 3 Credits.
This course studies the interdependencies and interactions among three broad entities - business, government, and society - in the delivery of public services, paying special attention to their implications for public policy. Prerequisites: six completed hours of graduate work in MBA or MPA program.

PADM 726. Introduction to Public Procurement. 3 Credits.
This course provides an overview of procurement and contract management as a core function in public sector organizations. The course introduces the student to how properly-aligned, best practice acquisitions can support public entities' strategic goals. Challenges and opportunities for all stakeholders are addressed. Special attention is given to ongoing changes in public procurement. (Cross listed with PPCM 726).

PADM 727. Public Procurement and Project Management. 3 Credits.
Course covers each phase of the public procurement project cycle, with an emphasis on tools and techniques to manage a public procurement project. (Cross listed with PPCM 727).

PADM 728. Public Sector Contract Planning and Formation. 3 Credits.
This course provides insight into why and how public sector contracts should be planned and formed properly. A strong emphasis is placed on the strategic role that procurement can play in public sector organizations and how procurement planning and source selection, in particular, fit into that role. (Cross listed with PPCM 728.).

PADM 730. Theoretical Conflict Resolution and Problem Solving. 3 Credits.
Lecture 3 hours; 3 credits. An introduction to the field of alternative dispute resolution methods and problem solving. The first part of the course focuses on conflict theory at all levels of human social systems and the second part examines collaborative problem solving strategies.

PADM 731. Public Sector Procurement Law and Ethics. 3 Credits.
This course surveys the laws and ethics applicable to public sector procurement and contract management. A theoretical and problem-based, interdisciplinary approach is used to address the major legal and ethical issues that arise when public sector organizations plan, form, and administer contracts. Attention is given to the role of professionalization in socializing appropriate ethics. (Cross listed with PPCM 731).

PADM 733. Legal and Ethical Foundations of Public Administration. 3 Credits.
Lecture 3 hours; 3 credits. Introduces the role of law in ordering public administration through the application of constitutional values and administrative law principles in administrative practice. Introduces ethical theories and applications in the public sector, examining values within administrative environments. Topics include privacy in information systems management, whistleblowing, and other cases of applied ethical reasoning in the practice of public administration.

PADM 734. Negotiation and Dispute Resolution. 3 Credits.
The course provides conceptual and practical skills in negotiations. It examines the underlying cultural, legal, and organizational issues and problems that affect managing human resources in the workplace. (Cross listed with PPCM 734).
PADM 737. Digital Government. 3 Credits.
Lecture 3 hours; 3 credits. This course provides public administrators knowledge of current technology issues in the public sector and familiarizes them with technological tools used in delivering public services. The course explores administrative responsibility and accountability in digital government, and problems in managing technology in the public sector. Issues concerning citizen privacy, freedom of information requirements, planning, coordinating and sharing information among public sector agencies and the private sector, and building community networks are reviewed.

PADM 738. Conflict Mediation and Arbitration. 3 Credits.
Surveys the field of third-party intervention in dispute resolution. Provides practical skills in mediation and arbitration. Examines the nature and effectiveness of mediation in a wide variety of disputes including labor relations, community, family, environmental, and international conflicts.

PADM 745. Managing Development and Change in Organizations. 3 Credits.
Lecture/cases/activities; 3 credits. Examination of the theory and practice of organization development. Participants will take the role of change agent and public manager and apply a range of organization development techniques to public agency situations while giving attention to the particular cultural, political, legal and organizational characteristics of public organizations.

PADM 746. Capstone Seminar in Public Administration. 3 Credits.
Lecture 3 hours; 3 credits. Prerequisite: completion of 30 hours in the MPA program or permission of instructor. Presents an integrated approach to the field of public administration, and examines the political, administrative, and social implications of administrative choices. The emphasis of the course will be a case approach to public administration and public management.

PADM 750. Performance Measurement and Management. 3 Credits.
This course focuses on performance-based management approaches in public and non-profit settings. It addresses the performance measurement and management process, the identification of appropriate performance measures, and the implementation of a performance measurement system, as well as managing for performance.

PADM 752. Introduction to Statistics for Public Administration. 3 Credits.
An introduction to statistics for students in Public Administration and related fields. Emphasis is placed on the quantitative analysis of demographics and factors affecting public administrators in the field.

PADM 753. Research Methods in Public Administration. 3 Credits.
Lecture 3 hours; 3 credits. This course examines various methods for designing and conducting research, collecting and organizing data, and disseminating results. Information technology and applications to practical management problems and public research topics are emphasized.

PADM 760. Collaboration. 3 Credits.
An examination of the fundamental concepts of intra-sectoral and cross-sectoral collaboration. Emphasis is placed on the management and process of collaboration.

PADM 781. Intergovernmental Management. 3 Credits.
Analysis of relationships among federal, state, and local governmental units in the delivery of governmental programs. Focus on intergovernmental issues in urban metropolitan regions. (Cross listed with PPCM 781).

PADM 795. Advanced Topics in Public Personnel Administration. 3 Credits.
Lecture 3 hours; 3 credits. An examination of selected topics including job analysis, position classification, test construction, performance appraisal, and affirmative action. The course emphasizes the everyday application of these topics through in-class exercises and short papers. Permission of advisor is required.

PADM 830. Theories of Conflict Resolution and Problem Solving. 3 Credits.

PADM 845. Managing Development and Change in Organizations. 3 Credits.

PADM 998. Master’s Graduate Credit. 1 Credit.
This course is a pass/fail course for master’s students in their final semester. It may be taken to fulfill the registration requirement necessary for graduation. All master’s students are required to be registered for at least one graduate credit hour in the semester of their graduation.

PADM 999. Doctoral Graduate Credit. 1 Credit.
This course is a pass/fail course doctoral students may take to maintain active status after successfully passing the candidacy examination. All doctoral students are required to be registered for at least one graduate credit hour every semester until their graduation.