



**MPA PROGRAM**  
**ADDENDUM TO GRADUATE BULLETIN**  
**2017-2018**  
**CURRICULUM COMPONENTS**

## Curriculum Components

The structure in which the MPA Program curriculum operates is as follows:

- Degrees Conferred: The MPA program confers two degrees, an MPA in Public Administration and an MPA in Health Administration.
- Credit system: LIU operates on the semester system.
- Length of term: Each semester runs 14 weeks plus an examination week.
- Number of Terms: There are fall, spring and summer semesters. The summer semester is split into two segments, Summer 1 and Summer 2. The MPA Program runs some fall and spring courses on a “fast track schedule” of 7 weeks. The academic year runs from September 1 to August 31 of the following year.
- Full-time status: LIU considers nine (9) credits to be full-time for graduate students on an academic basis. Students are discouraged from exceeding nine (9) credits per semester.
- Time limitation: The degree must be completed within five years. Any extension requires the approval of the program director and the deans.
- Class contact hours: Classes run from 6:10 to 8:00 p.m. and 8:10 to 10:00 p.m. on weekdays and from 9:00 a.m. to 1:30 p.m. on Saturdays (7 weeks). Fast track courses run from 5:30 to 10:00 p.m. (7 weeks). The semester contact hours equal 26; with the final exam there are 28 contact hours. Hence students are expected to participate in discussion board assignments or additional reading assignments above and beyond face-to-face contact with their professor.
- Three number series are used for MPA courses: MPA 500 level courses are foundation courses; MPA 600 level courses are functional courses; PM 700 level courses are specialization courses including one that is required for the specific specialization; MPA 700 level courses are special topics courses (i.e., Independent Study, Internship) or Capstone Courses. When approved by the program director, special topic courses may be used as specialization courses.

## General Curriculum Plan

Of the 42 credits required to receive an MPA degree, 33 of the credits are comprised of 11 required courses.

### **Required Courses**

Required courses are the MPA 500 level foundation courses, the MPA 600 level functional courses, and the MPA 798 and MPA 799 integrative capstone courses.

### **Foundations (MPA 500 Series)**

Courses in the MPA 500 Foundations series provide students with the core knowledge and skills for the field of public administration. Foundation courses are offered every semester (except for MPA 505, which is not offered during the summer) and are three credits.

- MPA 501: Principles of Administration
- MPA 502: Organizational Theory
- MPA 503: Government and the Economy
- MPA 505: Analytic Methods
- MPA 507: Public Policy Processes

Management Functions (MPA 600 Series)

Courses in the MPA 600 Management Functions series provide students with the critical management skills needed to succeed in the field. Three management courses, which vary by degree, are required. All courses are three credits.

<i>Public Administration</i>	<i>Health Administration</i>
MPA 602*: Human Resources Management	MPA 602*: Human Resources Management
MPA 603**: Fundamentals of Public Budgeting and Financial Management	MPA 613***: Foundations of Health Systems Finance
MPA 604**: Administrative Responsibility and Accountability	MPA 614***: Healthcare Responsibility and Accountability for Administrators

(\*offered every semester; \*\*offered every fall; \*\*\*offered every spring)

Integrated Capstones

The capstones focus heavily on the application of analytical techniques using secondary data to policy and program formulation, implementation, and evaluation. Students work on research projects in teams under the supervision of a faculty mentor. These projects require significant writing, student decision-making and problem solving. Writing and analysis are integrated into many of the required courses in preparation for the capstone experience. These courses must be taken in the student’s last semester, preferably without any other courses.

- 3 credits - MPA 798: Capstone Seminar
- 3 credits - MPA 799: Capstone Project

**MPA Program Specializations**

Four courses comprise a specialization of a student’s choosing. Specialization courses provide students with an opportunity to examine a specific management function or area of application in more depth. There are multiple specializations in both Public Administration and Health Administration from which a student can choose. Specializations other than those outlined below can be developed by a student in consultation with a faculty advisor from the broad spectrum of courses available in the Program and School, as well as courses available across the campus.

All specialization courses taught by the MPA Program are offered at least once every two years and have the prefix “PM”. Cross-listed courses are monitored to ensure that they too are available during a student’s program (usually 2.5 years). Students are urged to take specialization courses when they are offered so they can get the courses they prefer.

Please note there are several courses that can be taken for any specialization:

- MPA 787: Independent Study;
- MPA 788, 789 or 790: Internship (6 credits maximum);
- PM 700: Modern Management Issues; and
- PM 710; Issues in Administration

In the cases of PM 700 and PM 710, the content changes, so students should evaluate the content for its relevance to their area of specialization before enrolling. The faculty member teaching the course will clarify its content.

### Public Administration Specializations

#### **Government Sector General Management (PAD #1)**

PM 728. Managing Human Behavior in Pub. Org.  
(+ 3 courses from this section)

PM 700. Modern Management Issues  
PM 702. Managerial Communications in PA  
PM 706. Comparative Administrations  
PM 708. Labor Relations  
PM 709. Administrative Law  
PM 710. Issues in Administration  
PM 714. Policy Analysis & Prog. Evaluation  
PM 715. Privatization and Contracting  
PM 716. PA and Citizen Participation  
PM 742. Grant/Proposal Preparation  
PM 750. Housing Policies, Minorities & Social Equity  
PM 751. Diversity/Cultural Competence in Workplace  
PM 755. US Educational Policy and Reform

#### **Social Policy Management (PAD #2)**

PM 728. Managing Human Behavior in Pub. Org.  
(+ 3 courses from this section)  
PM 700. Modern Management Issues  
PM 702. Managerial Communications in PA  
PM 705. U.S. Social Policy  
PM 709. Administrative Law  
PM 710. Issues in Administration  
PM 714. Policy Analysis & Program Evaluation  
PM 732. Public Health and Regulation  
PM 736. Quality Performance Management  
PM 737. Health Care Marketing  
PM 750. Housing Policies, Minorities & Social Equity  
PM 751. Diversity/Cultural Competence in Workplace  
PM 755. US Educational Policy and Reform

#### **Global Urban Government Politics (PAD #3)**

PM 728. Managing Human Behavior in Pub. Org.  
(+ 3 courses from this section)  
PM 700. Modern Management Issues

PM 702. Managerial Communications in PA  
PM 706. Comparative Administration  
PM 708. Labor Relations  
PM 710. Issues in Administration  
PM 714. Policy Analysis & Program Evaluation  
PM 715. Privatization and Contracting  
PM 716. PA and Citizen Participation  
PM 736. Quality Performance Management  
PM 750. Housing Policies, Minorities & Social Equity  
PM 751. Diversity/Cultural Competence in Workplace  
PM 755. US Educational Policy and Reform

#### **Nonprofit Management (PAD #4)**

PM 728. Managing Human Behavior in Pub. Org.  
(+ 3 courses from this section)  
MPA 624. Nonprofit Management  
MPA 626. - Legal, ethical and governance issues in nonprofit organizations  
PM 700. Modern Management Issues  
PM 702. Managerial Communications in PA  
PM 705. U.S. Policy  
PM 710. Issues in Administration  
PM 714. Policy Analysis & Program Evaluation  
PM 715. Privatization and Contracting  
PM 716. PA and Citizen Participation  
PM 736. Quality Performance Management  
PM 737. Health Care Marketing  
PM 741. Fundraising (NPM 651)  
PM 742. Grant/Proposal Preparation (MPA 713)  
PM 750. Housing Policies, Minorities & Social Equity  
PM 751. Diversity/Cultural Competence in Workplace  
PM 755. US Educational Policy and Reform

#### **Human Resources Management (PAD #5)**

PM 728. Managing Human Behavior in Pub Orgs.  
(+ 3 courses from this section)  
PM 700. Modern Management Issues

PM 702. Managerial Communications in PA  
PM 708. Labor Relations  
PM 709. Administrative Law  
PM 710. Issues in Administration  
PM 711. Human Resources Development (MGT 724)  
PM 712. Work, People, Productivity (MGT 725)  
PM 714. Policy Analysis & Program Evaluation  
PM 715. Privatization and Contracting  
PM 750. Housing Policies, Minorities & Social Equity  
PM 751. Diversity/Cultural Competence in Workplace  
PM 755. US Educational Policy and Reform

#### **Law and Management (PAD #4)**

PM 728. Managing Human Behavior in Pub Orgs.  
(+ 3 courses from this section)  
MPA 606. Law for Managers  
MPA 616. Legal Aspects of Health  
MPA 626. Legal, Ethical and Governance Issues in Nonprofit Organizations  
PM 700. Modern Management Issues  
PM 706. Comparative Administrations  
PM 708. Labor Relations  
PM 709. Administrative Law  
PM 732. Public Health and Regulation  
PM 750. Housing Policies, Minorities & Social Equity  
PM 751. Diversity/Cultural Competence in Workplace  
PM 755. US Educational Policy and Reform

### Health Administration Specializations

#### **Health Care Services Management (HAD #1)**

PM 730. Health Disease and Medical Care  
(+ 3 courses from this section)  
MPA 616. Legal Aspects of Health  
PM 700. Modern Management Issues  
PM 702. Managerial Communications in PA  
PM 708. Labor Relations  
PM 710. Issues in Administration  
PM 714. Policy Analysis and Program Evaluation  
PM 731. Managed Health Care System  
PM 732. Public Health and Regulation  
PM 733. Health Economics  
PM 736. Quality Performance Management  
PM 737. Health Care Marketing  
PM 742. Grant/Proposal Preparation  
PM 750. Housing Policies, Minorities & Social Equity  
PM 751. Diversity/Cultural Competence in Workplace

#### **Health Care Policy (HAD #2)**

PM 730. Health Disease and Medical Care  
(+ 3 courses from this section)  
MPA 616. Legal Aspects of Health  
PM 705. U.S. Social Policy  
PM 710. Issues in Administration  
PM 714. Policy Analysis & Prog. Evaluation  
PM 715. Privatization and Contracting  
PM 731. Managed Health Care Systems  
PM 732. Public Health and Regulation  
PM 733. Health Economics  
PM 743. Aging Polices & Services in Community  
PM 747. Nutrition Policy Across the Lifecycle  
PM 750. Housing Policies, Minorities & Social Equity  
PM 751. Diversity/Cultural Competence in Workplace

#### **Ageing/Long Term Care Admin (HAD#3)**

PM 738. Gerontology  
PM 739. Long Term Care Administration  
MPA 602. Human Resources Management  
MPA 613. Health System Finance  
MPA 616. Legal Aspects of Health

Note: Those wishing to take the NYS Nursing Home Licensing Exam must take **all** five of these courses. Requirements of licensure can be found here:

[https://www.health.ny.gov/professionals/nursing\\_home\\_administrator/licensure\\_program/qualifications.htm](https://www.health.ny.gov/professionals/nursing_home_administrator/licensure_program/qualifications.htm)

#### **Community Aging Services & Admin (HAD #4)**

PM 738. Gerontology

PM 743. Aging Policy in the Community

(+ 2 courses from this section)

PM 714. Policy Analysis & Program Evaluation

PM 744. Bereavement

PM 745. Health & Retirement Planning in Elder

PM 747. Nutrition Policy Across the Lifecycle

## **MPA PROGRAM COURSE DESCRIPTIONS**

**MPA 501 – PRINCIPLES OF ADMINISTRATION** (Offered every Fall and Spring) - An introduction to public health and nonprofit sector administration, including organization and management administration concepts and political processes in the context of public policy, intergovernmental relations, and policy impacts on public and nonprofit sector. Three credits.

**MPA 502 – ORGANIZATIONAL THEORY AND BEHAVIOR** (Offered every Fall and Spring) An examination of theories of organization, administrative processes, and formal and informal relationships in organizations. The course includes the environment, leadership, structure, network, outputs and outcomes or organized action. Three credits.

**MPA 503 – GOVERNMENT AND THE ECONOMY** (Offered every Fall and Spring) An examination of the public sector in economic decision making. The nature of public goods as they relate to allocation, stabilization, and distribution functions of economic systems is studied, as are the role of private investment, relations between government and private sectors, privatization of public services and the use of national income accounts. An analysis of fiscal federalism and the fiscal crises of the state are included. Three credits.

**MPA 504 – TECHNOLOGY AND SOCIETY** (Offered on occasion) - Critically examines the impacts of technological advances on society and organizations through systematic analysis of how technology not only influences administrative practices, but also changes our conceptual approach to management. Students are exposed to topics ranging from the debate on privacy and security to information security, e-government, social media and cyber-bullying, and the ethics of online personas. Three credits.

**MPA 505 – ANALYTIC METHODS** (Offered every Fall and Spring) – An introduction to the methods, tools and use of research as it applies to policy and administrative problems. Includes a review and application of research design, data gathering and analytical concepts and techniques. Three credits.

**MPA 507 – PUBLIC POLICY PROCESSES** (Offered every Fall and Spring) – An examination of the political system and the political, administrative and delivery processes that yield public services. Including agenda development, the role of special interests, policy formation, analysis, implementation, and evaluation. Three credits.

**MPA 602 – HUMAN RESOURCES MANAGEMENT** (Offered every Fall and Spring) – An exploration of theories and practices of human resources management as they apply to the public and not-for-profit sectors. Includes a review of recruitment, civil service, training, performance evaluation, job development, compensation systems, teamwork, empowerment, unionism, equal employment opportunity, employee rights, privacy and occupational health and safety. Three credits.

**MPA 603 – FUNDAMENTALS OF PUBLIC BUDGETING AND FINANCIAL MANGEMENT** (Required PAD) (Offered every Fall) – An examination of public sector revenue generation, budgeting, accounting and auditing and their effects on managerial decisions. Includes a review of budget systems, processes and politics, and the preparation and justification of financial information and reports. Three credits.

**MPA 604 – ADMINISTRATIVE RESPONSIBILITY AND ACCOUNTABILITY** (Required PAD) (Offered every Fall) – This course is designed to explore the ethical dimensions of our professional lives. Additionally, students will become more sensitive to the moral constraints and pitfalls of public service in a complex and dynamic society. By focusing on problem-solving methodology and formal ethical theories and their applications, this course will be useful in providing practical foundation for decision-making in modern administrative management. Three credits.

**MPA 606 – LAW FOR MANAGERS** (Offered on occasion) – An introduction to the basic skills and perspectives of the legal environments of the public, private, not-for-profit, and quasi-public sectors. The objective of the course is student understanding of the legal obligations, responsibilities and liabilities facing managers in the three sectors. Important topics include basic provisions of the United States Constitution, the exercise of delegation and discretionary authority, rule-making and regulatory processes and their economic impacts, contract, tort, employment, duties and liabilities of managers and professionals in health-care organizations, environmental law and privacy. Three credits.

**MPA 613 – FOUNDATIONS OF HEALTH SYSTEMS FINANCE** (Required HAD) (Offered every Spring) – An examination of health-care finance topics, including government and private health insurance, reimbursement, fees, service contracts, rate-setting, DRGs, capitated payments, managed care and multiple entities. Includes a review of financial strategies and characteristics of various health organizations. Three credits.

**MPA 614 - HEALTHCARE RESPONSIBILITIES AND ACCOUNTABILITY FOR ADMINISTRATORS** (Required HAD) (Offered every Spring) - This course considers the ethical dilemmas that confront modern health service agencies and institutions in the exercise of administrative authority. Coursework includes analysis of the problems of accountability, rights, equity, ethics and the reconciliation of administrative processes with medial, constitutional, regulatory and social mandates encountered and utilized by government organizations in the administration of health systems and public affairs. Three credits.

**MPA 616. LEGAL ASPECTS OF HEALTH** (Offered on occasion) - An examination of legal issues in health-care services, including governance; consents and patient rights; admission and discharge; malpractice and liability of hospitals, physicians, nurses, emergency crews;

management duties and liabilities; medical records; immunity; medical staff rights and privileges; end of life decisions; moral and ethical dilemmas. Three credits.

**MPA 624 - NONPROFIT MANAGEMENT** (Offered on occasion) This course focuses on the formation, financing and management of not-for-profit organizations, including the board of directors, the workforce, marketing, financial management, fund raising, planning, leadership and the methods and strategies that have been used successfully to manage not-for-profit organizations. The course also examines the role of not-for-profits in the delivery of public services through fee for service, contracts and reimbursement arrangements. Three credits.

**MPA 626 - LEGAL, ETHICAL AND GOVERNANCE ISSUES IN NONPROFIT ORGANIZATIONS** (Offered on occasion) - This course examines the laws affecting the establishment and operation of nonprofit organizations, including incorporation and tax exempt status, general liability, regulatory compliance/reporting and contracts. The course explores the roles, responsibilities, liabilities and powers of directors, board members, trustees, officers, and employees of nonprofit organizations. In addition to the legal aspects, the nonprofit agency's advocacy responsibilities and opportunities and ethical issues are examined and discussed in detail. Pre-requisite MPA 624. Three credits.

**MPA 787 – INDEPENDENT STUDY** – Students taking independent study are expected to research an aspect or phase of a problem under the supervision of a faculty adviser. The product of study is an evaluative report containing a thorough literature review and student assessment of the significance and impact of the substantive issue. With permission of director and dean. Three credits.

**MPA 788 (Fall); MPA 789 (Spring); MPA 790 (Summer) – GRADUATE INTERNSHIP** – An opportunity for supervised work in a public, health, or nonprofit agency based on a plan approved by the faculty advisor and host agency supervisor. The product is a substantial research paper or management analysis of the host agency and the student's performance in it. Recommended for students lacking substantive experience in relevant organizations. Three credits.

**MPA 798 – CAPSTONE SEMINAR** (Offered every Fall and Spring) – An integrative seminar using a team approach. Students develop a framework and design for systematic analysis of a subject in their area of concentration. The framework includes problem background and environmental analysis, as well as an action plan for data collection and analysis. This course cannot be taken with any other course. The following pre-requisites are required for MPA 798-799: MPA 501, 502, 503, 505, 507; MPA 602, MPA 603, or 613, MPA 604 or 614 or 624, Four 700 level PM courses. Three credits.

**MPA 799 – CAPSTONE PROJECT** (Offered every Fall and Spring) – Students carry out the plan proposed in MPA 798 using a combination of data collection methods and analytic techniques. Teams prepare and present a report of their analysis and results. This course cannot be taken with any other course. The following pre-requisites are required for MPA 798-799: MPA 501, 502, 503, 504, 505, 507; MPA 602, MPA 603, or 613, MPA 604 or 614 or 624, MPA 606 or 616 or 626, Four 700 level PM courses. Three credits.



**PM 700 – MODERN MANAGEMENT ISSUES** (Offered on occasion) – An examination of current management strategies in the context of their genesis, antecedents, strengths and weaknesses, methods of application in public, health and not-for-profit settings, and comparisons with other management strategies. Three credits.

**PM 702 - MANAGERIAL COMMUNICATION IN P. A.** (Offered every Spring) – An investigation into improving the way people within organizations communicate. The course includes the interpretation and application of organizational communication theory for the working or aspiring manager. Topics include personal communication styles, media and tools for the manager/communicator, organizational communications climates, one-to-one communications, meetings and conferences, speaking before groups, written managerial communications, planning and producing business reports, and advertising managerial communications. Three credits.

**PM 705 - U. S. SOCIAL POLICY** (Offered every other Fall) – An analysis of government health and welfare policies affecting an individual's income level and life opportunities, including an analysis of policy formation, implementation, and impact on social problems. Three credits.

**PM 706 – COMPARATIVE ADMINISTRATION** (Offered every other Fall) – The class is designed to provide an introduction to the field of comparative public administration. The class will examine the varying approaches to bureaucracy, administrative structure, policy formulation and implementation in the light of variations in social, cultural, and political contexts. This will include an overview of basic theories of bureaucracy and how they function and theoretical approaches to comparative analyses of performance based on changing variables. The course will also touch upon understanding variations in efforts for administrative reform. The impact of government structure on diverse constituencies will be examined to better understand the effectiveness of varying approaches to public management and organizational development. Three credits.

**PM 708 – LABOR RELATIONS** (Offered every Fall) – A study of the interaction of the labor movement and management in the public and not-for-profit sectors. Collective bargaining impacts on policy and budget are examined. Strategies and public opinion are considered. Three credits.

**PM 709 – ADMINISTRATIVE LAW** (Offered every Fall) –A look at public law concepts that affect public and not-for-profit sector managers; legislative delegation of power, administrative investigation, rulemaking, the relationship between citizens and the states, adjudication, judicial review of administrative action. Three credits.

**PM 710 – ISSUES IN ADMINISTRATION** (Offered on occasion) – An examination of selected themes, current developments and emerging issues in the study of administration. Topics vary. Three credits.

**PM 714 – POLICY ANALYSIS AND PROGRAM EVALUATION** (Offered every Summer) Policy analysis and program evaluation are more steps in a process than separate endeavors. Policies are chosen on the basis of forecasts of needs and expected results, then selected policies are implemented. Implementation then is evaluated to determined actual

effects, and these results are used to adjust policy goals and implementation (processes ranging from regulations to programs) to better achieve desired results and ensure accountability. Policy processes are iterative and interactive. This course provides students with basic understanding of needs assessment, policy analysis and program evaluation, as well as practice in applying tools used in each type of analysis, or applicable to all of them. Through use of text material, cases and both quantitative and qualitative assignments, students will hone their knowledge of policy processes and limitations, and develop assessment skills. Three credits.

### **PM 715 – PRIVATIZATION AND THE CONTRACTING OUT OF PUBLIC SERVICES**

(Offered every other Fall)– Governments, through elected officials, make decisions concerning which services should be provided by the public and the private sectors. This course provides students with both the economic and social basis for making judgments about the potential effectiveness of privatizing services in different policy areas, such as education and health care. The course provides general guidelines as to the nature of the services that are most appropriately provided by the private sector. When the public sector is determined to be the appropriate provider of a service, then government must determine whether to provide these services itself or contract-out for the service. The course also examines the principles and practices in the government contracting-out process – the decision whether to contract-out a government service, the preparation of the Request For Proposals, the evaluation of the submitted proposals for the selection of the contractor, the preparation of the contract document and the monitoring of the selected contractors. Understanding the issues of privatization and the contracting-out of public services enables students to be more effective managers and responsive to citizens. Three credits.

**PM 716 – PUBLIC ADMINISTRATION AND CITIZEN PARTICIPATION** (Offered every other Spring) – This course will explore public participation in association with public administration processes in a time of concurrent criticism, pressure, and apathy directed towards existing institutions. The engagement of citizens in public administration will be examined as a potential support for public management. Different forms and degrees of participation will be looked at in case studies included in our texts. Students will be encouraged to relate course topics to everyday life and work experience. Three credits.

**PM 728 - MANAGING HUMAN BEHAVIOR IN PUBLIC ORGANIZATIONS** (Required for PAD) (Offered Fall and Spring Semester) - The course examines the range of issues concerning managing people in the workplace. It reviews current theories and the latest research concerning human relations in organizations. Students gain an understanding of the “people skills” necessary to be successful in the world of work. The course explains the major theories of workplace human relations and behavior and the application of psychology to management in the public sector. The prominent focus is on understanding the self and others; role of perception and personality; leadership versus management; effective group/team collaborations; the need for flexibility and adaptation to change. Additionally, the course will highlight interviewing strategies, self-marketing, oral presentations, and finding ways to enhance personal strengths and minimize weaknesses. Three credits.

**PM 730 – HEALTH, DISEASE AND MEDICAL CARE** (Required for HAD) (Offered every Fall and Spring) – An overview of the political, economic, social and epidemiological

characteristics of health and medical care. The forms of health services financing, organization and delivery systems in the United States and other industrialized nations, processes of health and disease in individuals and societies, and the moral and ethical issues facing health-care decision makers are examined. Three credits.

**PM 731 – MANAGED HEALTH-CARE SYSTEMS** (Offered every other Fall) – An examination of the various forms of managed health-care plan and organizations that addresses the financing, organization and delivery aspects of each form from a management perspective. The purpose is to provide students with a knowledge base from which to develop and implement effective management processes for managed care services. Among the topics covered are the legal and regulatory environment, public opinion, product development and marketing, pricing and delivery strategies, reimbursement methods, utilization review, quality assurance and control, management information systems, Medicare and Medicaid, and trends. Three credits.

**PM 732 – PUBLIC HEALTH AND REGULATION** (Offered every other Spring) - An analysis of the role of government in the health field, including concepts and practices in health policy and regulation, especially the implementation of regulatory policy as it effects health providers. Three credits.

**PM 733 – ECONOMICS OF HEALTH** (Offered every other Spring) - An examination of health care delivery as an economic activity. Focus is on determination of demand for health care and supply of services available. Consideration of various methods for achieving equilibrium in health care and government's role via licensure, regulation, financing, and planning. Three credits.

**PM 736 – QUALITY PERFORMANCE** (Offered every other Spring) – The course includes a study of external methods of quality review, internal methods of assessing quality (process and outcomes measurement and monitoring criteria), strategies for developing the quality infrastructure and integrating it into a quality management program, the use of management information systems in quality, and the balancing of quality and costs. Three credits.

**PM 737 – MISSION-BASED MARKETING** (Offered on occasion) – An examination of planning and marketing in health-care, human services and nonprofit organizations, including market research and forecasting, application of research information and planning principles, translation of goals into action priorities, development of action plans, and evaluation of results. Three credits.

**PM 738 – GERONTOLOGY: THE PROCESS OF AGING** (Offered every Fall) – The course examines the multidisciplinary field of gerontology and provides students with an overview of the current “state-of-the-art” and the critical issues and controversies that confront individuals as they grow older. The course examines the theories, processes and consequences of aging from both the individual and societal perspectives. A range of issues are presented including: physical, social, psychological, health, family, race, ethnicity, gender, sexuality, retirement, economics, social work and social policy. Comparisons among African American, White, Hispanic, Asian, and Native Americans are offered

especially in view of unequal treatment and multiple disparities among minorities. Three credits.

**PM 739 – LONG-TERM CARE ADMINISTRATION** (Offered every Spring) – This course examines the special administrative and organizational methods, social systems and population that are attributable to all kinds of residential and long term care facilities, as separate entities from acute care hospitals. It includes an overview of the long term care continuum, including community care, management issues, Medicare and Medicaid, finance, pertinent laws and regulations, and patient/resident requirements and needs. Care and treatment standards will be reviewed and discussed, as well as policy changes and government trends associated with the new paradigm of aging in the 21st Century. Prerequisite PM 738. Three credits.

**PM 741 – FUNDRAISING** (Offered every Fall) – An examination of revenue strategies for not-for-profit organization fund-raising, including membership, donations, programs, foundations and government agencies. The focus is on which strategies work for what organizations, how to identify organizational needs and appropriate funding sources, and how to successfully petition funding support. Three credits.

**PM 742 – GRANT/PROPOSAL PREPARATION** (Offered every Spring) – An introduction to the process of developing and writing a proposal for project funding and an examination of key management techniques and decision tools needed to coordinate successfully the process of proposal development and implementation within an organization. Three credits.

**PM 743 – AGING POLICY IN THE COMMUNITY** (Offered every Spring) – The course examines the options including social supports, health care, housing and recreation that older community dwelling residents have. Psychology, personality, gender, personal history, gentrification, residential segregation and policy issues including economics are presented. Additionally, data pertaining to the aforementioned items are examined. Prerequisite PM 738. Three credits.

**PM 744 - BEREAVEMENT: PSYCHOLOGICAL, CULTURAL AND INSTITUTIONAL PERSPECTIVES** (Offered every Summer) - This course is designed to explore the stages and issues related to dying and grieving. Cultural diversities in the grieving process will be identified. Myths and ideas that inhibit, isolate and interfere with the bereavement experience will be examined. Political, medical, legal and ethical issues will be analyzed. Students' values, attitudes and fears will be explored in order to inform their interventions. Social, cultural and personal issues that govern a person's reaction to death and dying will be highlighted. In addition, students will learn to design organizational structures for interdisciplinary assessments and service delivery in settings serving the dying and bereaved. Three credits.

**PM 745 - HEALTH AND RETIREMENT PLANNING IN ELDER CARE** (Offered every Spring) - The course addresses critical issues affecting health and retirement among older adults, and the relationship between gerontology and legal estate planning issues at the core of our discussions. This course examines estate, disability and retirement planning tools used

by elder law attorneys with analyses of laws, regulations and programs upon which planning is based. Topics include advanced directive, power of attorney, long-term care and Medicaid, long term care insurance, and planning for asset distribution on death. Three credits.

**PM 747 - NUTRITION POLICY ACROSS THE LIFECYCLE** (Offered every Summer) – The purpose of this course is to examine the relationships among food, nutrition and health for adults in the context of public policy formation and implementation at federal, state and local government levels. Of particular interest in this examination are intended and unintended consequences for individuals of public policies on food availability, prices, consumption and health. The course reviews major areas of food and nutrition policy at various levels of government as well as social and political forces that result in particular policies and in major changes in policy, for example recent revisions in the food pyramid. Three credits.

**PM 750: HOUSING POLICIES, MINORITIES & SOCIAL EQUITY** (Offered on occasion) - Critically examines the effects of national housing policies on minorities from a historical perspective, explaining the existing housing conditions facing minorities across the nation. Three credits.

**PM 751: DIVERSITY AND CULTURAL COMPETENCE IN THE WORKPLACE** (Offered on occasion) - An examination of managing cultural competence and the impact of diversity, culture, and ethnic origin in public sector workplaces along several dimensions including race, ethnicity, gender, age, sexual preference, and physical ability. Three credits

**PM 755: U.S. EDUCATIONAL POLICY & REFORM** (Offered on occasion) - Explores the complex sociopolitical and socioeconomic webs surrounding educational policy in the U.S. This course will deeply examine multiple themes pertaining to educational policy and education reforms. Three Credits.

## Course Offering Schedule

Not all courses are offered every semester. Refer to the list below to help you plan your schedule.

### **Offered Every Fall and Spring**

MPA 501 – Principles of Administration  
MPA 502 – Organizational Theory and Behavior  
MPA 503 – Government and the Economy  
MPA 505 – Analytic Methods  
MPA 507 – Public Policy Processes  
MPA 602 – Human Resources Management  
PM 728 – Managing Human Behavior in Public Organizations  
PM 730 – Health, Disease and Medical Care  
MPA 798 – Capstone Seminar  
MPA 799 – Capstone Project

**Offered Every Fall**

MPA 603 – Fundamentals of Public Budgeting and Financial Management  
MPA 604 – Administrative Responsibility and Accountability  
PM 709 – Administrative Law  
PM 738 – Gerontology: The Process of Aging  
PM 741 – Fundraising

**Offered Every Spring**

MPA 613 – Foundations of Health Systems Finance  
MPA 614 – Healthcare Responsibilities and Accountability for Administrators  
PM 702 - Managerial Communication in P. A.  
PM 739 – Long-Term Care Administration  
PM 742 – Grant/Proposal Preparation  
PM 743 – Aging Policy in The Community  
PM 745 – Health and Retirement Planning in Elder Care

**Offered Every Summer**

PM 714 – Policy Analysis and Program Evaluation  
PM 744 – Bereavement: Psychological, Cultural and Institutional Perspectives  
PM 747 - Nutrition Policy Across the Lifecycle

**Offered Every Other Fall**

PM 705 - U. S. Social Policy  
PM 706 – Comparative Administration  
PM 708 – Labor Relations  
PM 715 – Privatization and the Contracting Out of Public Services  
PM 731 – Managed Health-Care Systems

**Offered Every Other Spring**

PM 716 – Public Administration and Citizen Participation  
PM 732 – Public Health and Regulation  
PM 733 – Economics of Health  
PM 736 – Quality Performance

**Offered on Occasion**

MPA 504 – Technology and Society  
MPA 606 – Law for Managers  
MPA 616 – Legal Aspects of Health  
MPA 624 – Nonprofit Management PM 710 – Issues in Administration  
MPA 626 – Legal, Ethical and Governance Issues in Nonprofit Organizations  
PM 700 – Modern Management Issues  
PM 737 – Mission-Based Marketing  
PM 750 – Housing Policies, Minorities & Social Equity  
PM 751 – Diversity and Cultural Competence in The Workplace  
PM 755 – U.S. Educational Policy & Reform

## Plan of Study: MPA in Public Administration

<b>Name:</b>	<b>ID #:</b>
<b>Matriculation Date:</b>	<b>Full/Limited Matriculation:</b>
<b>Graduation Date:</b>	<b>Specialization:</b>
<b>Approval:</b>	<b>Date:</b>

**Note:** MANDATORY ATTENDANCE AT ORIENTATION AND WRITING WORKSHOP

### FOUNDATIONS - 15 CREDITS

COURSE #	COURSE NAME	WAIVE/TRANSFER	SEMESTER	GRADE
MPA 501	Principals of Administration		-	-
MPA 502	Organizational Theory and Behavior		-	-
MPA 503	Government and the Economy		-	-
MPA505	Analytic Methods		-	-
MPA507	Public Policy Processes		-	-

### MANAGEMENT FUNCTIONS - 9 CREDITS

COURSE #	COURSE NAME	WAIVE/TRANSFER	SEMESTER	GRADE
MPA 602	Human Resources Management		-	-
MPA 603	Fundamentals of Public Budgeting & Finance		-	-
MPA 604	Administrative Responsibility and Accountability			

### SPECIALIZATION - 12 CREDITS

COURSE #	COURSE NAME	WAIVE/TRANSFER	SEMESTER	GRADE
PM 728	Managing Human Behavior in Public Organizations			

### CAPSTONE - 6 CREDITS

COURSE #	COURSE NAME	WAIVE/TRANSFER	SEMESTER	GRADE
MPA 798	Research Seminar in Public Administration	-		
MPA 799	Research Project in Public Administration			

## TOTAL CREDITS = 42

**PROGRAM NOTES:**

\*Please check University Bulletin for list of specialization and course requirements.

\*\*To be taken in the last semester of study. You may **NOT** take any additional courses with capstone.

## Plan of Study: MPA in Health Administration

<b>Name:</b>	<b>ID #:</b>
<b>Matriculation Date:</b>	<b>Full/Limited Matriculation:</b>
<b>Graduation Date:</b>	<b>Specialization:</b>
<b>Approval:</b>	<b>Date:</b>

**Note:** MANDATORY ATTENDANCE AT ORIENTATION AND WRITING WORKSHOP

### FOUNDATIONS - 15 CREDITS

COURSE #	COURSE NAME	WAIVE/TRANSFER	SEMESTER	GRADE
MPA 501	Principals of Administration		-	-
MPA 502	Organizational Theory and Behavior		-	-
MPA 503	Government and the Economy		-	-
MPA505	Analytic Methods		-	-
MPA507	Public Policy Processes		-	-

### MANAGEMENT FUNCTIONS - 9 CREDITS

COURSE #	COURSE NAME	WAIVE/TRANSFER	SEMESTER	GRADE
MPA 602	Human Resources Management		-	-
MPA 613	Health Systems Finance (HAD)		-	-
MPA 614	Healthcare Responsibilities and Accountability For Administrators			

### SPECIALIZATION - 12 CREDITS

COURSE #	COURSE NAME	WAIVE/TRANSFER	SEMESTER	GRADE
PM 730	Health, Disease and Medical Care			

### CAPSTONE - 6 CREDITS

COURSE #	COURSE NAME	WAIVE/TRANSFER	SEMESTER	GRADE
MPA 798	Research Seminar in Public Administration	-		
MPA 799	Research Project in Public Administration			

## TOTAL CREDITS = 42

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