

PA 602 STRATEGIC PLANNING AND ORGANIZATIONAL CHANGE IN THE PUBLIC AND NONPROFIT SECTORS. (3)

This course focuses on the potential for change and future directions for public and nonprofit organizations. It covers the basics of strategic planning for organizations providing public value and operating in a political context. It addresses such topics as environmental assessments, stakeholder analysis, identification of strategic issues, strategy formulation and implementation, performance measurement and evaluation, and key features of organizational change processes. Prereq: PA 621 and PA 651.

PA 621 QUANTITATIVE METHODS OF RESEARCH. (3)

A survey of behavioral science research methods for the public administrator. Emphasis is placed upon problem selection and identification, research design, and data analytic techniques. Lecture, two hours; laboratory, one hour per week. Prereq: MPA or MHA program status.

PA 622 PUBLIC PROGRAM EVALUATION. (3)

This course is designed to provide students with the conceptual and analytical tools to evaluate the effectiveness of public programs and policies. The focus will be on program monitoring and evaluation. Of particular concern will be program process and outcome measurement; quasi-experimental design; multiple regression analysis; and analysis of variance models. Prereq: PA 621.

PA 623 DECISION ANALYSIS AND DECISION SUPPORT SYSTEMS. (3)

An introduction to organizational decision making under conditions of certainty, uncertainty, risk and multiple objectives. Concepts of analysis from the areas of economics, mathematics, probability, and statistics will be utilized in terms of administrative decision making in public administration. Course work includes use of various management information systems with a focus on how such systems can be used to support and inform decision making. Lecture, two hours; laboratory, one hour per week. Prereq: PA/HA 621, PUAD or HLAD program status or consent of instructor.

PA 624 GOVERNMENT INFORMATION SYSTEMS. (3)

Provides an overview of information strategies and management approaches to government functions and public policy programs. It illustrates and analyzes the interaction between information technology and information systems with management and policy decisions in the public and non-nonprofit sectors by using large data. Prereq: MPA or MPP program status.

PA 625 GOVERNMENTAL ACCOUNTING AND FINANCIAL CONDITION ANALYSIS. (3)

The course will examine the characteristics of governmental and nonprofit accounting emphasizing the various fund types and account groups, review and evaluation of presently recommended accounting and financial reporting procedures (GAAP) and an exploration of practical governmental and nonprofit accounting practices and methods. The course will introduce students to public financial accounting concepts and how to apply governmental (fund) and not-for-profit accounting theory to accounting and reporting for state and local governments and other non-profit institutions.

PA 626 APPLICATIONS IN GOVERNMENTAL ACCOUNTING AND AUDIT. (3)

Students will gain hands-on experience with case studies designed to simulate real-world scenarios and common problems in today's public sector. This course goes beyond the theory and will demonstrate how to navigate the key issues that arise in governmental and not-for-profit accounting and auditing, expanding on concepts developed in PA 671. Prereq: PA 625.

PA 627 GOVERNMENTAL AUDIT. (3)

This course focuses on components of the governmental audit process unique to the public sector. Students will gain an understanding of the Government Auditing Standards (GAGAS), types of audits, the role of audit objectives and audit evidence, the fundamentals of interviewing, the preparation of audit working papers, as well as how to interpret audit findings and elements based on qualitative and quantitative evidence and communicate those findings to non-financial audiences.

PA 631 PUBLIC FINANCIAL MANAGEMENT. (3)

An analysis of budget structure and process; revenue structure and administration; and public capital acquisition and debt management. This course emphasizes an applied focus and comparative analysis of alternative budget, revenue, and debt management structures and strategies. Prereq: PUAD or PUAM program status or consent of instructor.

PA 632 PUBLIC FUNDS MANAGEMENT. (3)

A study of the management of public funds including the accumulation, management and investment of such funds and the accounting for those transactions. It will also include topics such as fund accounting, cash forecasting, cash management practices and public funds investment strategies.

PA 633 MUNICIPAL SECURITIES. (3)

An analysis of the theoretical and operational issues associated with the municipal securities industry. Prereq: PA 632 or the equivalent and Ph.D. or M.P.A. program status or consent of instructor.

PA 636 HEALTH ECONOMICS. (3)

This course applies general theoretical principles of economics to the health care sector. The basic approach is to recognize the importance of scarcity and incentives, allowing for differences peculiar to health. The demand and supply of health and medical care are examined as they involve physicians, nurses and hospitals. The competitiveness of their markets, health insurance and the role of government are explored. Special topics include regulation and planning, benefit-cost analysis, and reform health plans. Prereq: The economics prerequisite can be met in three ways: (a) an undergraduate principles course in microeconomics and HA/PA 652; (b) an undergraduate microeconomics principles course and a graduate course in managerial economics; or (c) an undergraduate microeconomics principles course and an intermediate microeconomics course. (Same as ECO 653.)

PA 642 PUBLIC AND NONPROFIT ORGANIZATION THEORY AND BEHAVIOR. (3)

A course which examines the interaction of both external and internal resources and constraints upon the administrative decision processes in a number of public organizational settings. The objective is an understanding of the practice of administration in public organizations. Prereq: MPA/MHA program status.

PA 651 THE POLICY PROCESS. (3)

Broad-based course in public policy formulation and social planning. Emphasis is on the parameters of policy formulation as well as the social planning and impact variables. Both policy processes and relevant content areas will be stressed. Prereq: MPA program status.

PA 652 PUBLIC POLICY ECONOMICS. (3)

Principles and practices of economical resource management in the governmental sector: tax and expenditure types, intergovernmental fiscal cooperation, debt financing, budgeting and financial planning. Prereq: ECO 201 or equivalent and MPA or MPP program status or permission of department. (Same as ECO 652.)

PA 653 LOCAL ECONOMIC DEVELOPMENT. (3)

The course develops the capacity to employ the theories, practices and philosophies of economic development as applied to local areas. The primary geographic focus of the course is the rural south-east of the United States, but examples will be drawn from rural areas in other developed countries. Prereq: Graduate status in agricultural economics, public administration, economics, or consent of instructor. (Same as AEC 653.)

PA 660 PUBLIC POLICY OF THE NONPROFIT SECTOR. (3)

This course offers an overview of practical, legal, ethical, and theoretical issues faced by the nonprofit sector and organizations that exist today and over time.

PA 661 FINANCIAL MANAGEMENT OF NONPROFIT ORGANIZATION. (3)

This course explores the techniques and principles of financial management including budgeting, finance, and investment decision making for non-profit orgs.

PA 662 NON-PROFIT MANAGEMENT. (3)

A graduate level management course focusing on the most significant tenets of management, including those that differentiate a non-profit organization from others. Theory and practice will be included. Students will select a non-profit organization to explore and evaluate specific management functions. Prereq: MPA program status or permission of the instructor.

PA 665 PUBLIC POLICY AND POLITICAL ECONOMY IN AN INTERNATIONAL CONTEXT. (3)

The goal of this course is to introduce students to policy analysis and political economy issues in an international setting. This will involve the study of particular aspects of economic policy in individual countries and regions, as well as the development of fundamental principles of economics and political economy which can be used to analyze the impacts of alternative policies and the processes by which policies are made. Prereq: PA 652 or equivalent or consent of the instructor.

PA 667 POLICYMAKING IN AN INTERNATIONAL CONTEXT: POLITICAL AND ORGANIZATIONAL DIMENSIONS. (3)

This class provides students with an understanding of the political systems of and the implementation of policy in nations around the world. We begin by comparing the political systems and the bureaucracies of the U.S. and Canada, which will serve as the backdrop for learning relevant concepts from modern political science and public administration. Having mastered these concepts, we will then use them to examine Mexico, Brazil, the People's Republic of China, India, Japan, Nigeria, Russia, the United Kingdom, Germany, and finally, the European Union as an entity. In all cases, our country studies will focus on who decides on policies and how, and then on how policies are implemented. In selected class sections, the instructor will provide practical information on working in, and with professionals from the countries featured in this class. Prereq: PA 652 or their equivalents or permission of the instructor.

PA 673 HEALTH POLICY. (3)

An analysis of the development and implementation of health policy on a national, state, local and organizational level. The course will focus on issue and policy analysis, formal and informal processes of policy development and the issues, values, and political and community factors affecting policy development and program implementation. Prereq: HA 636, MHA program status or consent of instructor. (Same as CPH 785.)

PA 675 EDUCATION: ECONOMICS AND POLICY. (3)

This course will provide an overview of current policy issues in education. The course will cover basic education policy issues with a particular emphasis on the economics and policy analytic perspectives. Many of the issues will be examined both conceptually and empirically and will expose the student to policy evaluation tools and techniques. We will examine questions such as why schooling is provided publicly in the U.S., look at ways to evaluate the current quality of schooling, and think about reform alternatives. Prereq: PA 621 and PA 652 or their equivalents or permission of the instructor.

PA 680 BENEFIT-COST ANALYSIS. (3)

Principles, practices and applications of applied welfare analysis are the content of this course. The basic theory of benefit-cost analysis is presented and the relevance of implementation analysis in policy analysis is established. Prereq: PA 652. (Same as ECO 654.)

***PA 681 CAPSTONE IN PUBLIC ADMINISTRATION. (3)**

This course provides an opportunity for students to integrate the Master of Public Financial Management curriculum in an analysis of an applied management or policy problem. It is expected that students will produce papers applying different elements of the curriculum in an analysis of their internship or professional experiences. Prereq: MPA, MPP or PFM program status and completion of 33 credit hours.

***PA 683 TAX POLICY. (3)**

Tax policy is analyzed from an economic perspective: efficiency and distributional effects of taxation, especially in state, local and international contexts. Prereq: PA 652 or equivalent; PUAD, PUAM, PUPO or PFM program status or permission of instructor.

PA 684 ENVIRONMENTAL POLICY. (3)

This course examines environmental policymaking, primarily in the context of the United States. Consideration will be given to how environmental policy is adopted and implemented in a federal system. In addition, environmental regulations will be evaluated and policy alternatives will be analyzed. This course will take you through the important players in the environmental policy process, the significant factors related to policy development, adoption and implementation and a series of current environmental issues.

PA 690 PUBLIC POLICY ANALYSIS OVERVIEW. (3)

Economic and political foundations of policy analysis are considered in a survey fashion, followed by specific techniques used in the practice of policy analysis. Prereq: Graduate standing and MPA program status.

- PA 691 ETHICS AND PUBLIC POLICY. (1)**
This course provides an introduction to ethical theory, explores the ethical dimensions of practice in the public sector, and examines ethics in connection with policy development. Prereq: Graduate standing and MPA program status.
- PA 692 ECONOMETRICS FOR POLICY ANALYSTS. (3)**
Maximum likelihood estimation, ordinary least squares (OLS) regression, instrumental variables (IV) regression, heteroscedasticity-consistent regression, fixed and random effects models, probit, logit and tobit models, and identification and two-state least squares estimation of simultaneous equations models. Prereq: Any undergraduate statistics course. MPA, MPP or PUAD program status for priority registration, other students with permission of instructor. (Same as ECO 692.)
- PA 694 PUBLIC PENSIONS AND INSURANCE. (3)**
This course provides participants with an in-depth understanding of the conceptual and practical issues involved in the design and implementation of public pensions and insurance programs. The course draws on US state and local data, analysis and trends. It is designed to introduce public financial managers and other stakeholders to approaches for analyzing and administering pension and insurance systems along with institutional reform options. This course comprises interrelated and complementary topics: 1) the framework for public pension plans and employee insurance benefits; 2) pension and insurance plan concepts, identities, and design options; 3) diagnostic techniques, benchmarks and assessment tools to assure compliance and efficiencies; 4) pension and insurance administration, governance and investment management; 5) regulation and supervision; and 6) pension and insurance reform and financial impacts on public entities.
- PA 695 DATA AND REVENUE FORECASTING. (3)**
This course exposes public sector financial managers, budget officials and other stakeholders to the latest developments in fiscal analysis and revenue forecasting. This course introduces students to the tools to formulate tax budgeting plans. Through the use of lectures, case studies, presentations, etc. students will learn the statistical techniques, forecasting methods and revenue estimation models.
- PA 696 LEGAL ISSUES IN PUBLIC FINANCIAL MANAGEMENT. (3)**
Public finance law refers to legislation and regulations relating to the financial activities of government or public sector organizations. This topical course is designed to provide the public financial manager insight into the ever-changing legal responsibilities of government activities touching on financing strategies, public/private partnerships as well as employment financial issues and financial data security.
- PA 697 SPECIAL TOPICS IN PUBLIC FINANCIAL MANAGEMENT. (3)**
The course offers a detailed investigation of contemporary topics in fields of public financial management using cases, articles and guest lectures. Students will be able to draw meaningful conclusions about the efficiency and effectiveness of federal, state and local financial management systems. Topics will include budget reform, changing accounting requirements, internal audit reform, and other issues impacting the ever-changing world of public financial management.
- PA 711 INTERNSHIP IN PUBLIC ADMINISTRATION. (3)**
Practical field experience in an administrative setting under the direction of an academic and a workplace supervisor. Prereq: MPA program status or consent of instructor.
- PA 722 POLICY AND PROGRAM EVALUATION. (3)**
This is a doctoral course concerning policy and program evaluation. Major emphasis will be given to specifying the relationship between evaluation and management functions, evaluation concepts and processes and research methods applicable to evaluation systems and processes. Prereq: MKT 762 or PS 671, or equivalent and Ph.D. program status or consent of instructor.
- PA 727 ENVIRONMENTAL ECONOMICS, REGULATION AND POLICY. (3)**
This course takes a balanced practitioner approach to the problems of the environment and environmental regulation. Efficiency aspects will be developed carefully, so as to provide a background for an extensive coverage of various available alternative policies. Prereq: PA 652 and MPA or economics program status or consent of instructor. (Same as ECO 721.)
- PA 731 FISCAL AND BUDGETARY POLICY. (3)**
This course examines public budgeting and finance in the public sector. Included is an analysis of economic, managerial, and political approaches to public budgeting and finance. These approaches are then used to analyze several current topics in public finance. Prereq: PA 631 or equivalent, and Ph.D. program status or consent of instructor.

PA

Public Administration

PA 742 THEORY OF PUBLIC ORGANIZATIONS.

(3)

This course provides doctoral students an in-depth knowledge of the various aspects of public organization theory. It will attempt to integrate the work on public organizations which is currently spread over the fields of organization theory and behavior, executive and bureaucratic politics and public choice economics. Prereq: PA 642 or equivalent, and Ph.D. program status or consent of instructor.

PA 750 INTRODUCTION TO ECONOMICS FOR PUBLIC POLICY.

(3)

Introduction to microeconomic theory and mathematical methods for policy analysis. Prereq: PUAD Master's or Ph.D. program status or permission of the instructor.

PA 751 PUBLIC POLICY FORMULATION AND IMPLEMENTATION.

(3)

The major goals of this course are to examine how public issues become policy proposals, how various proposals are filtered into (or out of) the political process, shaped by political institutions and rules, and the process by which policy is implemented. Prereq: PA 651, or equivalent and Ph.D. program status or consent of instructor.

PA 752 THE ECONOMICS OF POLICY ANALYSIS.

(3)

This course examines economic approaches to policy analysis. Included is an analysis of the major concepts of economic analysis and their application to a number of policy problems. Prereq: PA 652 and PA 750 or equivalent and Ph.D. program status or consent of the instructor.

PA 754 ADVANCED TOPICS IN PUBLIC FINANCE.

(3)

Principles of taxation and expenditure; applications to federal, state, and local policy; fiscal federalism; international public finance. Prereq: PA 752, ECO 701 or permission of the instructor. (Same as ECO 752.)

PA 767 DISSERTATION RESIDENCY CREDIT.

(2)

Residency credit for dissertation research after the qualifying examination. Students may register for this course in the semester of the qualifying examination. A minimum of two semesters are required as well as continuous enrollment (Fall and Spring) until the dissertation is completed and defended.

PA 795 SPECIAL TOPICS IN PUBLIC ADMINISTRATION.

(1-3)

Analysis of specialized topics in public administration of particular interest to practitioners. May be repeated to a maximum of six credits. Prereq: MPA program status or consent of instructor.

PA 796 INDEPENDENT STUDY IN PUBLIC ADMINISTRATION.

(1-3)

Tutorial course of directed readings, discussion, and analysis of special topics on public administration. May be repeated to a maximum of six credits. Prereq: MPA program status and consent of instructor.