

MASTER OF PUBLIC ADMINISTRATION (M.P.A.) On-campus MPA and On-line MPA Programs

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The Master of Public Administration Program (MPA Program) is a broad-based degree designed to prepare students for leadership roles in public organizations. The MPA Program emphasizes the critical areas of political institutions and processes, managerial and leadership concepts and skills, and analytical skills and techniques. It is anchored in both theory and application for those seeking to leverage their career progress and enhance their leadership potential.

The MPA Program is intended for practicing and aspiring administrators in public sector organizations, and is also an excellent degree for those in non-profit and voluntary sectors, and in private organizations that interact consistently with public agencies or which maintain government or public affairs offices. The degree also is useful for those whose career paths may move across sectors over a period of time. The degree—while based solidly in research and theory—emphasizes the practical application of modern technical, managerial, and leadership skills in a variety of settings.

For those currently in administrative and managerial positions, the MPA Program will help refine, update, and improve career potential and help add value to performance. For preservice individuals, the program is an excellent way to build the educational foundation for a career in management and leadership.

This graduate program is devoted to public management, and also committed to serving the needs of those whose careers are invested in the work of non-profit organizations and private sector organizations that have public interest linkages. Given its emphasis on management, the program is multi-disciplinary and involves a significant mix of disciplines, all of which contribute to the value of the program for individual students. This multi-disciplinary quality, along with its public management base, is a significant, and unique strength of the MPA Program and degree.

The MPA Program offers three choices beyond the initial required courses: The student may choose a series of six guided elective courses in consultation with the Program Director. Students may also choose a concentration in Criminal Justice, Emergency Management, or Health Administration. These options are designed to enable the student to select courses that will enable meeting individual career and professional goals and needs.

The MPA program faculty is a distinguished, experienced group representing various disciplines. The core discipline of the program is political science and public administration. Contributing disciplines include business administration, criminal justice, computer science, economics, and health administration. Other disciplines contribute to the MPA Program on an occasional basis. All members of the MPA Program faculty hold the earned doctoral degree and bring to their courses and other work in the program a sound record of experience in government, business, research, and consulting. Students in the MPA Program benefit greatly from work in graduate courses taught from a variety of disciplinary perspectives offered by the faculty, and from the emphasis by the faculty on a blend of theory and practical management and leadership skills.

PROGRAM-SPECIFIC ADMISSIONS STANDARDS

All applicants for the M.P.A. degree in Public Administration are required to submit an essay detailing their professional experiences and their objectives in pursuing graduate studies and to complete an interview. See also *Graduate Programs, Procedures, and Policies*.

THE MPA PROGRAM COMPONENTS

Requirements for a Master of Public Administration

The major components of the MPA Program are: (1) the Required Core Courses; (2) the Guided Elective Courses, or required concentration courses and electives; (3) the Capstone/Professional Paper; and, for preservice, non-professional students, (4) the MPA Field Experience (Internship).

	Sem.hrs.
I. Required Core Courses: The 18-semester-hour core is required of all students. Additional assigned prerequisite courses may be required for some students, based on an assessment of qualifications in some areas.	18
1. PAD 500 Leadership and Administration in Public Affairs	
2. PAD 501 Organizational Behavior	
3. PAD 505 Analytical Methods	
4. PAD 506 Human Resource Administration	
5. PAD 550 Public Institutions and Processes	
6. PAD 552 Principles of Budgeting and Finance	

II. Public Administration Concentrations (12 hours) Each concentration consists of four required courses, two guided elective courses, and the MPA Capstone/Professional Paper in the area of the concentration. (See below for information on Guided Electives and the MPA Capstone/Professional Paper.)	0-12
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Concentration in Criminal Justice (12 Semester Hours) This concentration, designed primarily for practitioners in criminal justice career fields, focuses on courses designed to provide value in the careers of those working in criminal justice.

Required Courses:

- CRJ 581 Victimology and Criminal Justice
- CRJ 582 Criminal Justice Agencies and the Judiciary
- CRJ 583 Image Management and Media Relations for Criminal Justice and Public Service Agencies
- CRJ 584 Threat Management for Criminal Justice and Public Service Agencies

Concentration in Emergency Management (12 Semester Hours)

Emergency Management is a complex, multidisciplinary array of critical planning and implementation activities that is directly related to the functions of government and public administration. The purpose of this graduate concentration is to provide professional education for in-service and pre-service graduate students in public administration. This concentration is designed to enhance the capabilities of those currently involved in emergency management and those who aspire to such careers. Of greater importance, this concentration is designed for ALL public administration professionals whose work is increasingly associated with the many dimensions of emergency management.

Required Courses (9 hours):

- EMG 515 Introduction to Emergency Management
- EMG 516 Hazard Mitigation Principles and Planning

EMG 575 Capstone in Emergency Management
 Required Elective Course—Choose one of the following (3 hours):
 EMG 517 Private and Public Sector Continuity Planning
 EMG 518 Social Dimensions of Disaster and Special Populations
 EMG 519 Technological Applications in Emergency Management

Concentration in Health Administration (12 Semester Hours)

This concentration is designed for both experienced health care practitioners and those who aspire to careers in health administration.

Required Courses:

HAD 571 Health Administration and Organization

HAD 572 Health Policy

HAD 573 Legal and Ethical Issues in Health Care

HAD 574 Health Economics

III. Guided Elective Courses (18 hours, or 6 hours with concentration) 6-18

Based on advisement, students not electing to complete a concentration must complete a series of six guided elective courses. These courses must be determined on the basis of advisement with the Program Director or designee. These courses may be taken from the PAD courses listed in the UNCP Catalog. Additionally, specified graduate courses in other graduate programs at the University of North Carolina at Pembroke may be taken with the prior approval of the MPA Program Director.

IV. Capstone/MPA Professional Paper (3 hours) 3**

PAD/CRJ/EMG/HAD 562 Professional Paper

V. MPA Field Experience (Internship) (3 hours) 3*

PAD 534 Leadership/Managerial Internship

*This requirement must be coordinated and arranged with the Program Director and is required of all preservice students (or for students who have not had requisite professional work experience).

Total: 39-42

****Capstone/MPA Professional Paper**

Each student must successfully complete a professional paper guided by MPA professors. Students taking the Criminal Justice, Emergency Management, or Health Administration Concentration will design and complete their papers in the appropriate topic/concentration area.

Overview: The Professional Paper is the capstone of the MPA curriculum. As such, it is viewed as a significant and rigorous work commensurate with the completion of a graduate degree. In its strictest sense, the Professional Paper can be interpreted as a research thesis; and, in this case, the student can follow the guidelines of the School of Graduate Studies for thesis work. However, the Professional Paper has attributes that offer options for students beyond the strict interpretation of thesis research. For example:

- A literature review of a significant topic that generates a hypothesis. The student might then construct a research design to test the hypothesis, with conclusions that could evolve and be applied.
- A feasibility study for an actual workplace project or one that the student feels would benefit an agency or not-for-profit institution.
- A series of articles that could be presented in some web-based format in the discipline or in the workplace.
- A report on the impact of a public policy or an agency function or program.
- The creation of a unified budget for a town, county, or agency.
- An agency history relating the literature and theory in the discipline to agency management and operations.
- A grant proposal.

It is important to note that the above list is not exhaustive of all the options available for the Professional Paper. Nevertheless, it is a good starting point for discussions with your faculty advisor on your proposed paper. All Professional Paper proposals are to be presented in the traditional format for approval by the MPA faculty member who is advising you and the Director of the MPA Program. All students will make an oral presentation of the Professional Paper to faculty and graduate students and one disk and one paper copy of the Professional Paper to the MPA Director. The Capstone Professional Paper is complete when the faculty advisor has approved the paper and any revisions. Following the Director's approval, a grade is submitted.

PROGRAM SUMMARY:	Semester Hours
Required Core:	18
Concentration/Guided electives:	18
Field experience:	3 (Pre-Service only)
Professional Paper:	3
MINIMUM PROGRAM HOURS:	39 In-Service;
	42 Pre-Service

COURSES

PUBLIC ADMINISTRATION (PAD)

PAD 500. Leadership and Administration in Public Affairs

This course deals with roles of public and non-profit managers and leaders in guiding organizations to meet the demands of changing domestic and global conditions. The course covers the evolution of modern leadership and administrative strategies and employs relevant research literature, case/scenario analysis, and diagnostic activities.

PAD 501. Organizational Behavior

The course will examine explanations of individual behavior (perceptions, attributions, motivations, attitudes); the nature of human behavior in groups (group dynamics, power, leadership); and organizational structures and processes that affect human behavior (organizational and job design, communication, performance appraisal). Principles of organizational change and development will also be addressed. The course will employ case analyses and directed readings in relevant research literature as well as text materials.

PAD 502. Legal, Policy, and Ethical Issues in Administration

This course analyzes current legal, policy and ethical issues which apply to administrators in both public and private organizations. Emphasis will be given to regulatory policy, statutory and case law in administration, the politics of regulation, along with administrative and legal processes pertaining to implementation and enforcement. An important emphasis will also be given to the ethical implications of the political, policy, and legal issues raised. Topics will include governmental practices, and administrative responsibility.

PAD 503. Economic Analysis for Managers

An overview of methods of economic analysis applied to the modern United States economy. Emphasis on microeconomics and managerial economics such as theory of consumer choice and demand, theory of cost, outputs, and industrial structure, analysis of efficient use of resources within an organization. Also macroeconomic analyses including a review of monetary institutions, and theory of GNP, inflation, and the rate of unemployment.

PAD 504. Financial Resource Administration

Financial processes and structures in organizations. Focuses on financial environment, financial concepts, financial analysis, financial dynamics of expansion and retrenchment, capital structure, capital budgeting, and dividend policy.

PAD 505. Analytical Methods

Examination of methodologies used to analyze management problems and improve managerial decision making. Includes research design, modeling, measurement and observational techniques, using library and computing resources, analysis of quantitative data, and the evaluation and application of administrative and management research.

PAD 506. Human Resource Administration

Study of how an organization secures, develops, maintains, and rewards employees to meet organization objectives. Topics include recruitment, selection, training performance appraisal, compensation, benefits, and labor-management relations. Examines effective integration of human resource functions.

PAD 507. Computer Technology in Administration

Study of computer technology in contemporary organizations. Primary emphasis is on developing a conceptual framework for selecting appropriate hardware and software configurations to perform different organizational functions. The limitations and complications associated with computer technology are also covered. Students will complete several individual projects involving direct experience with various categories of application software, including work processing, database management, statistical analysis, spreadsheet analysis, and decision making.

PAD 508. Quantitative Analysis I

Intensive examination of statistical and graphical methods of analyzing quantitative information. Covers frequency distribution, probability, sampling, T-tests, correlation, various graphic forms, methods of avoiding distortions in graphics, and an overview of regression analysis, factor analysis, and analysis of variance. Extensive experience working with administrative data, emphasizing the use of computer technology and software.

PAD 510. Organizational Leadership Seminar

The concepts, principles, theories, and practices of organizational leadership will be examined. A combined emphasis is placed on the effectiveness of an organization and on the professional development of organizational leaders. The lectures and class discussions will be enhanced by various readings including biographies, live case studies, and research reports.

PAD 511. Strategic Planning

This course is a study of strategic management as a function of leadership. The three primary components of strategic management, which are strategic planning, strategy formulation, and strategy implementation, are analyzed. A case-study approach is used to examine applications in for-profit, non-profit, and public organizations.

PAD 512. Decision-Making for Leaders

This course considers the theory and practice of decision-making in administrative and managerial settings. The emphasis is on the development of diagnostic, analytic, and choice skills that can be employed to improve decision-making at the individual, group, organizational and interorganizational levels. Leading models and approaches to decision-making behavior and its application and consequences in administration are covered. Scenario and case analyses from research literature will be used with lectures and class activities.

PAD 530. Organizational Communication

Theory and practice of oral and written communication within organizations, from employee-employer interpersonal communication, interview communication, serial (information dissemination) communication, small group communication, and formal and informal presentations within the organization. All students are expected to fully participate in all written and oral activities and presentations.

PAD 531. Governmental and Not-for-Profit Accounting for Managers

The development and use of accounting information by managers. Includes financial and managerial concepts relevant to public and private sectors.

PAD 532. Quantitative Analysis II

Study of modeling and other analytical methods to address problems and needs of administrative organizations. Describes the uses and limitations of quantitative models as well as criteria for planning and decision-making, simulation, systems analysis, forecasting, analytical programming, and scheduling.

PAD 533. Leadership and Change

This course addresses the phenomenon of change, how it affects organizations, and the role of leaders in shaping the future of the organization by guiding change. The course covers types of change, the tools available to leaders for guiding both planned and unplanned change, and the effects, and consequences of change.

PAD 534. Leadership/Managerial Internship

This course will involve the student in a seminar and planned field experience of professional development in an appropriate organizational setting. It will be supervised by a designated member of the faculty and an official representing the cooperating host organization. The scheduled seminar sessions will address a variety of issues designed to enable the student intern to gain knowledge and useful experience from the internship. The intern will apply the knowledge and skilled gained from course work to analyze administrative settings, issues, and problems, and generally to function effectively in an organizational setting. Appropriate readings and a structured written analytical report are required in addition to scheduled seminar sessions. PREREQ: Consent of Program Director.

PAD 535. Small Business Management

Consideration of opportunities and obstacles involved in starting and operating a small business. Emphasis is placed on integrating major concepts from finance accounting, marketing, and operations as they apply to owning and operating a small business. PREREQ: PAD 500, PAD 504.

PAD 536. Administrative Law

Administrative Law and its concomitant appeals process, judicial review or agencies and other facets of The Administrative Procedure Act of 1946, and our legislative review and constraint of agencies are the primary focus of this course. Additionally, the rules and regulations process of federal and state agencies and its effect of the public, private, and non-profit sectors are the secondary focus of this course.

PAD 537. Policy and Program Analysis

Intensive study of techniques for use in program and policy evaluation and analysis. Topics include determination of program/policy objectives, examination of research designs and implications for assessments and evaluations, measurement issues, data collection techniques, and analysis of program information. Application of analysis efforts to benefit/cost analysis, modeling and forecasting, and other techniques will also be discussed. PREREQ: PAD 505, PAD 550.

PAD 538. Conflict Analysis and Resolution

This course addresses the theory, concepts, research, and practice in conflict analysis and resolution. It deals with the kinds of conflict issues that are associated with the management and leadership roles and functions in public, non-profit, and business organizations, and hence focuses more on conflicts among organizations and, social groups, than within the organization. Some emphasis is on social and community settings and the conflicts in these settings involving organizations. Collaborative problem solving, scenario-based planning, negotiation, and mediation are explored and practiced using cases, role-playing, scenarios, simulations, and critical events. Lectures are used to introduce and explain key concepts and approaches as well as research findings.

PAD 540. Operations Management

Managing the operation function is extremely important due to strong competition nationally and internationally. Operations management is responsible for systems that create goods and/or provide services. The course examines the techniques required to operate the system and points out potential problems. Global systems, with emphasis on Japan, are discussed.

PAD 550. Public Institutions and Processes

Seminar in American policy and institutional processes, including development of demands, agendas, and policy selection and implementation. Interactions between public institutions and policies and behaviors by private and non-profit institutions will also be examined. Student assignments will require analysis of policy problems and institutional responses.

PAD 551. Advanced Public Administration

Focus on managerial, political, and legal theories and processes of public administration; examination of how these are used to fulfill legislative, executive, and judicial mandates for the provision of regulatory and service functions for American society in part and as a whole.

PAD 552. Principles of Budgeting and Finance

Focus on the fiscal aspects of public sector administration including: analysis of the sources of revenue for public programs; review of budgeting processes and important budget functions (e.g., cost-benefit analysis, capital budgeting and debt administration); examination of the strategies and tactics used by various governmental actors in their efforts to maximize agency policy objectives.

PAD 559. Seminar in Public Management

This course is designed to provide focused work on a selected public management policy or program. Students, as directed by the professor, will study and report on the analytic, substantive, policy, and managerial dimensions of a policy issue or problem in public management. This seminar is intended to facilitate the application of concepts from the other courses in the Public Management option area. PREREQ: MPA Core Courses and PAD 550 and 551.

PAD 560. Independent Study

Independent study in an area of administration and management relevant to the student's needs and interests. Supervised by an MPA Program faculty member. Regular advisory and tutorial activities. Consent of the Program Director is required.

PAD 562. Professional Paper (CRJ 562, EMG 562, HAD 562)

The Professional Paper is a directed, supervised activity in which the student develops and analyzes a suitable topic, issue, or problem in leadership or management. The research subject must be one which can be addressed through the application of the knowledge and the research skill gained from course work (see Overview).

PADS 5xx. Special Topics

The study of a particular topic of special importance, relevance, and currency to students of administration and management. The Special Topics course frequently is taught in seminar style, emphasizes content linkages with other courses in the MPA Program, and requires significant student activity. The content of the special topics course varies with each offering. Consent of Program Director required.

CRIMINAL JUSTICE (CRJ)**CRJ 562. Professional Paper (PAD 562, EMG 562, HAD 562)**

The Professional Paper is a directed, supervised activity in which the student develops and analyzes a suitable topic, issue, or problem in leadership or management. The research subject must be one which can be addressed through the application of the knowledge and the research skill gained from course work (see Overview).

CRJ 581. Victimology and Criminal Justice

Victimology is the study of personal and public issues associated with victims of crimes. This course will address the extent, nature and theories of victimization. Effects of crime on victims, services available to neutralize effects, experiences of victims in the criminal justice system, the victims rights movement, and alternative ways of defining and responding to victimization also will be examined.

CRJ 582. Criminal Justice Agencies and the Judiciary

Taught in a seminar format and focusing on agencies with which the students are most familiar, the course will examine the manner in which public agencies do business with or within the courts. It will explore their working relationships with the judicial system, answering questions arising when the agency itself may be investigated and taken to court; dealing consent decrees, judicial take-overs and supervision of operations of agencies, agency and personal liability, public records and confidentiality, prepaying for and testifying at depositions and in court, and other current issues likely to be encountered in a criminal justice agency.

CRJ 583. Image Management and Media Relations for Criminal Justice and Public Service Agencies

The mass media can be both an asset and a threat to the standing of criminal justice and other public service agencies. In this course the organization of the American mass information media, their history of involvement in criminal justice and public policy issues and themes, their influence on crime and social issues, and their legitimate interests in criminal justice and public policy activities and policies will be revealed. The techniques criminal justice and public service agencies can employ to keep or enhance a better public image via the mass media will be examined, as will the ways in which media outlets and criminal justice and public service agencies can cooperate in the public interest.

CRJ 584. Threat Management for Criminal Justice and Public Service Agencies

Practical reactive and proactive strategies for wide-ranging crisis situations are assessed, including criminal attacks on criminal justice and public service organizations and their members, criminal malfeasance within the organization, and community disruptions including natural disasters. Organizational interfaces with specialists are studied, including FEMA, local police and emergency response agencies, private security companies, non-governmental agencies, and the mass information media. On-going staff training components and policy statements are considered.

CRJ 585. Results-Driven Management in Criminal Justice

This course is designed to call attention to six common benefits associated with reinventing government organizations in order to enhance effectiveness and efficiency: (1) moving beyond bureaucratic system maintenance constraints; (2) better alignment of results-oriented goals with daily operations; (3) collaboration across organizational boundaries; (4) opportunities to use performance information to improve policies, practices, and programs; (5) results-oriented basis for individual accountability and staff performance evaluations; and (6) continuity of program goals during leadership transitions that are politically driven and a fact of life in government operations. This course will focus primarily on the analysis and application of results-driven management practices in local, state, and federal criminal justice organizations; however, the substantive course content is generalizable to the full spectrum of government organizations charged with delivering publicly valued services.

CRJ 586. Use of Force Policy in Criminal Justice

This course will address a continuing concern in criminal justice. Subject control events such as Waco, Rodney King, and Ruby Ridge have been the subject of controversy. The riot at Attica Prison resulted in civil suits that took thirty years to settle. Use of force is the underlying concern with racial profiling and police misconduct. Criminal Justice professionals need to know how to design proactive policies that are agency-specific.

EMERGENCY MANAGEMENT (EMG)

EMG 515. Introduction to Emergency Management

This course will introduce students to the fundamental elements of emergency management: its evolution, the history and growth of emergency management, and the contemporary practice of strategic emergency management. The multidisciplinary origins of emergency management will be explored along with its evolving status as a profession. The significance of emergency management to modern government will be addressed. The course will present the development of integrative concepts and phases in emergency management: preparedness, response, recovery, and mitigation. The concept of comprehensive emergency management will be examined along with its multi-sector institutional base. Cases scenarios, and similar techniques will be employed throughout the course.

EMG 516. Hazard Mitigation Principles and Planning

This course will address an assortment of issues related to sustainable hazard mitigation. The traditional planning strategies associated with structural mitigation and nonstructural mitigation will be explored along with the administrative and political factors that shape them. Of special emphasis will be the linkages between hazard mitigation and the value of sustainable hazard mitigation. Major federal hazard mitigation policy, grants, and programs will be featured. Local hazard mitigation planning along with mitigation tools and techniques will be explored.

EMG 517. Private and Public Sector Continuity Planning

Private sector planning can provide methods for better preparedness, recovery and strategies for mitigating the effects of disasters. This course will address the wide array of issues associated with business continuity planning and mitigation in the private sector. Continuity of government, and associated planning activities, will be addressed. Critical infrastructure issues will include the protection of crucial information, utility lifelines, key public health and associated issues, tax, financial, and planning information. Strategies for response, recovery, and mitigation will be highlighted. Specific effective practices in continuity planning and implementation will be examined.

EMG 518. Social Dimensions of Disaster and Special Populations

This course will present an overview of the social dimensions of disaster with a focus on the research relating to behavior of the public in disaster scenarios. A special emphasis will be placed on planning for the needs of special populations (groups or individuals in need of special assistance because of disability or other restrictive conditions) in emergencies and disasters. Students will learn the legislative requirements and the unique needs associated with disaster planning for special populations.

EMG 519. Technological Applications in Emergency Management

This course will explore the emerging role of technology in effective emergency management. Specific applications and usages of modern technology, with an emphasis on information technology, will be addressed. Various software packages applicable to emergency management for modeling the effects of a disaster will be addressed. Among the topics covered: modeling the effects of disaster, risk analysis, the practical applications of Geographic Information Systems (GIS), and the uses of information technology in the four phases (preparedness, response, recovery, mitigation) of emergency management.

EMG 562. Professional Paper (CRJ 562, HAD 562, PAD 562)

The Professional Paper is a directed, supervised activity in which the student develops and analyzes a suitable topic, issue, or problem in leadership or management. The research subject must be one which can be addressed through the application of the knowledge and the research skill gained from course work (see Overview).

EMG 575. Capstone in Emergency Management

This seminar develops a synthesis of principles, theory, and practices in emergency management. Conducted in part as a practicum, the course will help students learn to apply (in principle) the theories addressed in other concentration courses. Specifically, the course will enable students to progress

from theory to application by employing a variety of means: cases, scenario analysis and construction, and complex simulations. Group and individual projects will be developed, assessed, and analyzed to assist students as they seek to build a bridge between theory and effective practice.

HEALTH ADMINISTRATION (HAD)

HAD 562. Professional Paper (PAD 562, CRJ 562, EMG 562)

The Professional Paper is a directed, supervised activity in which the student develops and analyzes a suitable topic, issue, or problem in leadership or management. The research subject must be one which can be addressed through the application of the knowledge and the research skill gained from course work (see Overview).

HAD 571. Health Administration and Organization

A focus on how health care is delivered and the challenges facing health care administrators from the internal and external environment.

HAD 572. Health Policy

The focus is on trends in health care delivery with emphasis on health care cost containment, access to health care, and recent efforts to invoke broad based systemic reforms to the U.S. Health Care System.

HAD 573. Legal and Ethical Issues in Health Care

The focus is on the health delivery entity as a corporation, its relationship with physicians and other health deliverers and patients, and professional liability.

HAD 574. Health Economics

The application of health care to economic theory, private and government insurance, cost containment theories and analysis.