PUBLIC ADMINISTRATION (PA)

PA 8010 THE PUBLIC ECONOMY (3 credits)
This course focuses on microeconomics and its application to policy and management in the public and non-profit sectors. The concept of efficiency is developed along with the goal of social equity to help determine the roles of the public, private, and non-profit sectors. Some key issues examined are: the balance between equity and efficiency, government intervention in the market, privatization of public services, and cost benefit analysis.
Prerequisite(s)/Corequisite(s): Not open to non-degree graduate students.

PA 8020 AVIATION MANAGEMENT AND POLICY (3 credits)
The purpose of the course is to acquaint students with advanced concepts of aviation administration and the implementation of aviation policy within the public sector and to identify key concepts and critical issues both domestic and international. The primary focus is to explore the various effects that have resulted from the formation and enactment of major aviation and transportation regulatory issues. (Cross-listed with AVN 8020).
Prerequisite(s)/Corequisite(s): Not open to non-degree graduate students.

PA 8030 INTERNSHIP IN PUBLIC ADMINISTRATION (1-6 credits)
Maximum of 3 hours to be granted upon completion of written report on internship. Internship in some government: national, state, local or nonprofit agency and in some instances public-oriented private agencies. Students will take course as Satisfactory/Unsatisfactory. An additional 3 hours may be taken through PA 8040.
Prerequisite(s)/Corequisite(s): Nine hours of MPA coursework and permission of school. Not open to non-degree graduate students.

PA 8040 INTERNSHIP IN PUBLIC ADMINISTRATION (1-6 credits)
Maximum of 3 hours to be granted upon completion of written report on internship. Internship in some government: national, state, local or nonprofit agency and in some instances public-oriented private agencies. Students will take course as Satisfactory/Unsatisfactory. An additional 3 hours may be taken through PA 8030.
Prerequisite(s)/Corequisite(s): Nine hours of MPA coursework and permission of school. Not open to non-degree graduate students.

PA 8050 FOUNDATIONS OF PUBLIC ADMINISTRATION (3 credits)
The purpose of this course is to introduce the student to the art and science of public administration and to enable the student to develop the knowledge, skills and abilities requisite to the pursuit of graduate education in public administration.
Prerequisite(s)/Corequisite(s): Not open to non-degree graduate students.

PA 8060 ACCOUNTING AND FINANCIAL REPORTING FOR PUBLIC MANAGERS (3 credits)
This course focuses on the basic elements of governmental and non-profit accounting and their managerial implications. The course is directed toward students who have entered the Master's of Public Administration Program and who have little if any academic course work in accounting.
Prerequisite(s)/Corequisite(s): Not open to non-degree graduate students.

PA 8070 CASE RESEARCH (3 credits)
The purpose of this course is to introduce the student to key concepts through the casewriting method of interactive learning. Issues within the public sector will be explored. The casewriting experience integrates key issues and concepts. This opportunity allows the student to explore specific topical areas through the case research method. (Cross-listed with AVN 8070)
Prerequisite(s)/Corequisite(s): Not open to non-degree graduate students.

PA 8090 ORGANIZATION THEORY AND BEHAVIOR (3 credits)
A study of the various approaches to understanding public organizations and people in them with special emphasis on the design, functioning and management of public agencies.
Prerequisite(s)/Corequisite(s): Not open to non-degree graduate students.

PA 8100 ADVANCED MANAGEMENT AND LEADERSHIP FOR PUBLIC AND NONPROFIT PROFESSIONALS (3 credits)
This course is designed to advance students’ understanding and techniques about the role of leadership and ethics in the public and nonprofit sectors. Special attention will be paid on the application of theories of leadership and ethics to manage various boundary spanning activities including managing external relationships, collaborations/networks, performance, and innovation and change. (Cross-listed with AVN 8100)
Prerequisite(s)/Corequisite(s): PA 8050 and PA 8090. Not open to non-degree graduate students.

PA 8105 MARKETING IN PUBLIC, NON-PROFIT AND AVIATION ORGANIZATIONS (3 credits)
This course will focus on developing a working knowledge of marketing and its component parts as they may be applied to non-profit organizations. Emphasis will be placed on understanding the marketing process and applying marketing principles to real organizational settings. (Cross-listed with PA 4100).
Prerequisite(s)/Corequisite(s): Graduate and permission of instructor, and PA 8010, PA 8090; or permission of department.

PA 8110 MANAGING INFORMATION IN THE PUBLIC SECTOR (3 credits)
This course is directed toward in-career and pre-career students in public administration who wish to acquire knowledge of issues in the management of information in the public sector and the basics of computing applications in the public sector. Its primary focus is on special issues in the management of information.
Prerequisite(s)/Corequisite(s): PA 8010, PA 8050 and PA 8090. Not open to non-degree graduate students.

PA 8120 ANALYSIS AND DECISION MAKING (3 credits)
This course assists students to develop their skills in research design and data analysis, covering both qualitative and quantitative data relevant to public affairs. The course introduces students to the fundamentals of research design, data collection, data and statistical analysis, and drawing pertinent policy and management recommendations. (Cross-listed with AVN 8120).
Prerequisite(s)/Corequisite(s): Not open to non-degree graduate students.
PA 8130 MANAGING DIGITAL GOVERNANCE (3 credits)
This course equips current and future public and nonprofit managers with capabilities and strategies to evaluate, participate in, and/or lead an information technology (digital governance) project to improve or even transform public service and governance. Because information technology has become increasingly integrated into public service and governance, understanding the role of information and information technology in government has become a necessity. This course provides the concepts and tools for public and nonprofit managers to succeed in the information age by better managing information as a resource and information technology as an enabler for public services and governance. The topics include digital divide, online participation, strategic IT management and change management, information resource and knowledge management, financing IT projects, IT project and performance management, management of IT outsourcing, and business process management. Basic literacy in computing and information technology is an integral part of the course. The discussion of these topics will address the growing use of information and communication technologies such as social media, smart mobile devices, and internet of things. Moreover, this course addresses the interplay of management, technology, and policy in the context of public service organizations, including governmental and non-profit organizations. This course offers the best of both practical and academic worlds via assigned readings and exercises, discussions, and a service-oriented project. The emphasis is on research-based knowledge and best practices informing one another. The class discussion is aimed at integrating professional experience with quality research to generate additional insights.
Prerequisite(s)/Corequisite(s): PA 8050. Not open to non-degree graduate students.

PA 8206 COMMUNITY ORGANIZING & SOCIAL CHANGE (3 credits)
This course will focus on various theories and applications of organizing communities and neighborhoods to effect change. Of particular interest is the role of engaging citizens in improving their communities. (Cross-listed with PA 4200).
Prerequisite(s)/Corequisite(s): Permission of instructor. Not open to non-degree graduate students.

PA 8300 POLICY DESIGN AND IMPLEMENTATION (3 credits)
This course examines the formulation, adoption, implementation and evaluation of public policy. Important topics include the basic features of American government, the causes and determinants of public policies, the dynamics of decision-making in the public sector, the obstacles to ‘successful’ public programs, and the criteria for the assessment of a public program’s impact. Special emphasis is given to the role public managers play within the policy process.
Prerequisite(s)/Corequisite(s): PA 8050, PA 8090 and PA 8120. Not open to non-degree graduate students.

PA 8320 PUBLIC POLICY EVALUATION (3 credits)
This course is designed to have the students understand the role of evaluation in the policy process, to demonstrate how to conduct and implement evaluations of public programs, to illustrate the procedures for presenting an evaluation report to public officials and citizens, to introduce operational issues and problems associated with management of an office of policy evaluation, and to insure the exploration of conflicts and limitations inherent to public policy evaluation.
Prerequisite(s)/Corequisite(s): PA 8010, PA 8050, PA 8090 and PA 8120 and completion of at least 24 hours in the MPA program, not open to non-degree graduate students

PA 8320 SEMINAR IN POLICY ANALYSIS (3 credits)
Application of analytical techniques to the assessment of alternative courses of public action and the development and design of public programs; utilization and impact of expert analysis by public officials and political groups; impact and role of technical analysis in a democracy; management of policy analysis units within government.
Prerequisite(s)/Corequisite(s): PA 8050 and PA 8120, not open to non-degree graduate students

PA 8400 PUBLIC AND NONPROFIT BUDGETING (3 credits)
The purpose of the course is to familiarize public administration students with the basic characteristics and features of public budgets and enable them to deal competently with them.
Prerequisite(s)/Corequisite(s): PA 8050 or permission of school. Not open to non-degree graduate students.

PA 8410 PUBLIC HUMAN RESOURCE MANAGEMENT (3 credits)
A study of the personnel process in American governmental administration. The processes and problems of recruiting, structuring and operating public bureaucracies are examined as well as problems in personnel leadership, neutrality, accountability and performance.
Prerequisite(s)/Corequisite(s): PA 8050 or permission of school. Not open to non-degree graduate students.

PA 8420 PUBLIC WORKS MANAGEMENT (3 credits)
This course is designed to develop an understanding of the profession of public works management, and its relationship with urban service delivery. Students will learn substantive specialty areas of public works, as well as management techniques to improve service delivery efficiency.
Prerequisite(s)/Corequisite(s): PA 8050. Not open to non-degree graduate students.

PA 8435 MUNICIPAL ADMINISTRATION (3 credits)
The administrative structure and administrative practices of American cities covering such areas as finance, personnel, public works, public safety, health, utilities and planning. (Cross-listed with PA 4430).
Prerequisite(s)/Corequisite(s): PA 8010 and PA 8050 or permission of school. Not open to non-degree graduate students.

PA 8440 ORGANIZATION DEVELOP. & PLANNED CHANGE IN THE PUBLIC SECTOR (3 credits)
This course provides students with the theories and skills necessary to manage organizational change in the public sector. To accomplish this will require that the student become versed in the strategies of organizational development (OD) and planning in the public sector while at the same time mastering intervention techniques.
Prerequisite(s)/Corequisite(s): PA 8010, PA 8050, PA 8090, PA 8120 and completion of at least 24 hours in the MPA, not open to non-degree graduate students.

PA 8450 SEMINAR IN ADVANCED MANAGEMENT ANALYSIS IN PUBLIC AGENCIES (3 credits)
A study of theory and method related to analysis of problems of organization and workflow in public agencies. The course includes problem analysis, field study methods, design of improved methods, selecting alternatives and developing decision packages.
Prerequisite(s)/Corequisite(s): PA 8010, PA 8050, PA 8090, PA 8120 and completion of at least 24 hours in the MPA program.

PA 8460 SEMINAR IN PUBLIC PERSONNEL ADMINISTRATION (3 credits)
This course focuses on the principal considerations affecting the selection and utilization of personnel by government agencies. The emphasis is less in terms of description of processes than in terms of identifying and exploring solutions to problems.
Prerequisite(s)/Corequisite(s): PA 8010, PA 8090, PA 8410 or permission of school. Not open to non-degree graduate students.

PA 8470 ADMINISTRATIVE ETHICS AND LEADERSHIP (3 credits)
Ethical action and effective leadership are especially important in public service and they are closely related. This course introduces students to concepts from public sector ethics and from leadership theory. Emphasis is placed on decision-making processes, relationships between public and nonprofit sector professionals and elected officials and citizens, and the role of the career public service professional in a democratic society.
Prerequisite(s)/Corequisite(s): PA 8050 or permission of school. Not open to non-degree graduate students.
PA 8480 SEMINAR IN PUBLIC FINANCIAL ADMINISTRATION (3 credits)
The study of public finance administration policy and techniques areas. Emphasis is placed on the technical aspects of public finance administration with particular emphasis on the purposes, processes and issues associated with particular techniques or technique areas. (Cross-listed with AVN 8480).
Prerequisite(s)/Corequisite(s): PA 8050 or permission of department.

PA 8496 PUBLIC SECTOR LABOR RELATIONS (3 credits)
This course deals with the origin, characteristics and implications of public sector employee unions and how they relate to public sector personnel practices. (Cross-listed with PA 4490).
Prerequisite(s)/Corequisite(s): PA 8010 and PA 8090 or permission of school. Not open to non-degree graduate students.

PA 8500 ISSUES IN PUBLIC-PRIVATE SECTOR COOPERATION (3 credits)
This course introduces students to the organization and processes, as well as the tools and techniques, of public-private sector cooperation. The objective of such a course is to familiarize students with the concepts and skills needed to develop and administer joint activities between the public and private sectors. Such cooperative activities have become an important aspect of public administration in recent years.
Prerequisite(s)/Corequisite(s): PA 8010, PA 8050, PA 8090 or permission of school. Not open to non-degree graduate students.

PA 8516 LONG-TERM CARE ADMINISTRATION (3 credits)
An investigation of the broad range of policy issues, theoretical concerns and practical management strategies influencing the design, organization and delivery of long-term care services. (Cross-listed with GERO 4510, GERO 8516, PA 4510).
Prerequisite(s)/Corequisite(s): Permission of instructor and PA 8050, PA 8090 or permission of school. Not open to non-degree graduate students.

PA 8520 SEMINAR IN GRANT WRITING (3 credits)
This course explores the grant-writing process from initial conceptualization through submission and award to final report. The purposes of the course are to provide graduate students with the expertise and tools needed to fund their own research, to provide effective grant-writing assistance to faculty mentors and other colleagues, and to compete more effectively in the job market and/or for acceptance into doctoral and post-doctoral programs.
Prerequisite(s)/Corequisite(s): PA 8010, PA 8050 and PA 8090. Not open to non-degree graduate students.

PA 8530 PLANNING AND EVALUATION (3 credits)
The basic question presented in this course is how we can use strategic planning and evaluation to build public and nonprofit organizations that function creatively and effectively, and that enhance the overall public value of their services.
Prerequisite(s)/Corequisite(s): PA 8100, PA 8050, PA 8090, PA 8120 and PA 8300. Not open to non-degree graduate students.

PA 8550 INTRODUCTION TO THE NON-PROFIT SECTOR (3 credits)
This course focuses on the contribution and importance of philanthropy, volunteerism and nonprofit organizations in society. Includes the differentiation between both public and private nonprofit organizations and the for profit sector. Management issues regarding nonprofit agencies is introduced.
Prerequisite(s)/Corequisite(s): Graduate standing, PA 8010, PA 8090 and permission of advisor or permission of school. Not open to non-degree graduate students.

PA 8560 NONPROFIT FINANCIAL MANAGEMENT (3 credits)
The focus of this course is on developing an understanding of the managing of financial resources within a nonprofit organization. A special emphasis is also placed on developing and executing budgets for such organizations.
Prerequisite(s)/Corequisite(s): Graduate standing and PA 8550 or permission of instructor. Not open to non-degree graduate students.

PA 8566 INTERGOVERNMENTAL MANAGEMENT (3 credits)
This course is directed at those who wish to improve their knowledge and understanding of intergovernmental relations as it impacts policy and administration in the United States. The course will look at history and theoretical underpinnings of intergovernmental relations, the different elements of these relationships and review specific management arenas that are affected by these relationships. (Cross-listed with PA 4560).
Prerequisite(s)/Corequisite(s): PA 8010, PA 8050 and PA 8090; or permission of school. Not open to non-degree graduate students.

PA 8580 NONPROFIT HUMAN RESOURCES MANAGEMENT (3 credits)
This graduate-level course provides an introduction to the theories, principles, policies and practices related to leading and managing human resources in nonprofit organizations, including personnel, board and volunteer management and development.
Prerequisite(s)/Corequisite(s): Graduate standing and permission of adviser; PA 8050; or permission of school. Not open to non-degree graduate students.

PA 8596 TECHNIQUES TOPICS IN NONPROFIT MANAGEMENT (1-3 credits)
A variable content course emphasizing nonprofit management techniques and topics. Topics include nonprofit leadership, board executive staff roles and relationships, personnel and volunteer management, financial management, proposal and grant writing community resources, special events planning and administration, needs assessments and legal ethical aspects. (Cross-listed with PA 4590).
Prerequisite(s)/Corequisite(s): PA 8050 or permission of school. Not open to non-degree graduate students.

PA 8600 ADMINISTRATIVE LAW (3 credits)
A review of the principal elements of the role and character of legal processes in government administration, including delegation of powers, legal forms of administrative action, liability of government units and officials and judicial review of administrative action.
Prerequisite(s)/Corequisite(s): PA 8050, not open to non-degree graduate students.

PA 8616 MUNICIPAL LAW (3 credits)
This course is directed at both graduates and undergraduates who wish to have some exposure to the legal issues which affect public administrators. At the conclusion of the course, each student should have a basic understanding of municipal law which defines the parameters within which a public administrator must function, as well as other laws or legal concepts which will affect them on a day-to-day basis. Upon completion of the course, the student should be able to identify potential legal problems with their proposed actions. (Cross-listed with PA 4610).
Prerequisite(s)/Corequisite(s): PA 8050 or permission of school. Not open to non-degree graduate students.

PA 8676 PROGRAMS AND SERVICES FOR THE ELDERLY (3 credits)
This course is provided to give the student a historical overview of programs for the elderly: examine the national policy process as it relates to the older American; and review the principles and practices relative to the existing national programs for the aged. (Cross-listed with GERO 4670, GERO 8676).
Prerequisite(s)/Corequisite(s): Not open to non-degree graduate students.

PA 8710 FUND RAISING IN PUBLIC AND NON-PROFIT ORGANIZATIONS (3 credits)
The purpose of this course is to introduce students to a variety of fund raising methods, provide the context in which these methods might be used, and provide an understanding of how fund raising operates within public and not-for-profit organizations.
Prerequisite(s)/Corequisite(s): Graduate standing and permission of instructor, PA 8010, and PA 8090; or permission of school. Not open to non-degree graduate students.
PA 8720 HEALTH CARE FINANCE (3 credits)
Health care finance represents an analysis of health care concepts, issues and trends from a health care and an organizational perspective. Application of specific principles, concepts, and techniques of financial management to health care systems will be addressed. Examination of the role and responsibilities of health care administrators in relation to financial management will also be explored.
Prerequisite(s)/Corequisite(s): PA 8120; not open to non-degree graduate students.

PA 8730 ADMINISTRATION OF HEALTH CARE SYSTEMS (3 credits)
This course is designed to familiarize students with the structure and administration of health services systems in the United States. It addresses quality, access and cost of the health services delivery, personnel and funding resources, traditional and alternative health services delivery settings, and forces that shape the current and future health care sector.
Prerequisite(s)/Corequisite(s): PA 8050 or permission of school. Not open to non-degree graduate students.

PA 8740 HEALTH CARE POLICY (3 credits)
This course helps students understand major health care policy making and related issues. It focuses on the history/background; physical, social, and economic environment; policy process; and political marketplace of contemporary U.S. health care policies. Topics include health care reform, cost containment, indigent health care and urban vs. rural health care. A health care background is helpful, but not required.
Prerequisite(s)/Corequisite(s): Not open to non-degree graduate students.

PA 8760 THE U.S. HEALTH CARE SYSTEM (3 credits)
Overview of the U.S. health and medical care delivery system. Topics are covered from a historical, economic, sociological, and policy perspective and include the following: social values in health care; need, use, and demand for services; providers of health systems; public and private payment systems; alternative delivery systems; and models from other countries.
Prerequisite(s)/Corequisite(s): Not open to non-degree graduate students.

PA 8810 SEMINAR IN METROPOLITAN PLANNING (3 credits)
An overview of the present status of planning in metropolitan areas with special emphasis on structure of planning departments, comprehensive plans and problems of annexation.
Prerequisite(s)/Corequisite(s): PA 8050 or permission of instructor or school. Not open to non-degree graduate students.

PA 8826 INTRODUCTION TO ENVIRONMENTAL LAW & REGULATIONS (3 credits)
Seminar on environmental law and regulations. Addresses federal regulations, implementing instructions, legal principles, and requirements. The major federal environmental laws, air and water quality, solid and hazardous waste, and pollution prevention and remediation are discussed. Usually offered Fall semesters. (Cross-listed with BIOL 4820, BIOL 8826, ENVN 4820, GEOG 4820, GEOG 8826, PA 4820).
Prerequisite(s)/Corequisite(s): Junior-senior and permission.

PA 8896 SPECIAL TOPICS PUBLIC ADMIN (3 credits)
A course with the purpose of acquainting the student with key issues and topics of special concern to public and non-profit management that they otherwise would not receive elsewhere. No more than six hours of total credit in PA 8896 and PA 8906 can be taken without prior permission by the graduate program committee. Further, each topic in the course will need the approval of the Dean of Graduate Studies prior to being offered. (Cross-listed with AVN 4890, AVN 8896, PA 4890)
Prerequisite(s)/Corequisite(s): Junior-senior and permission.

PA 8906 SPECIAL TOPICS IN PUBLIC ADMINISTRATION (1-3 credits)
A variable content course with Public Administration and Urban Studies topics selected in accordance with student and faculty interest. Possible topics include urban homelessness, administrative federalism and economic development and the public sector. (Cross-listed with PA 4900).
Prerequisite(s)/Corequisite(s): PA 8050 or permission of the school. Not open to non-degree graduate students.

PA 8920 READINGS IN PUBLIC ADMINISTRATION (1-3 credits)
Specially planned readings in public administration for the graduate student who encounters scheduling problems in the completion of his degree program, or who has special preparatory needs and who is adjudged by the department to be capable of pursuing a highly independent course of study.
Prerequisite(s)/Corequisite(s): PA 8010, PA 8050, PA 8090, PA 8120, and permission of the school. Not open to non-degree graduate students.

PA 8930 NEGOTIATION SKILLS IN GENERAL MANAGEMENT (3 credits)
This course will focus on the theories of negotiation and the negotiating process.
Prerequisite(s)/Corequisite(s): PA 8010, PA 8050, PA 8090 or permission of the school. Not open to non-degree graduate students.

PA 8940 RESEARCH IN PUBLIC ADMINISTRATION (1-3 credits)
The course is intended for advanced graduate students in public administration. It is especially suited for those in-career students who have had their internships waived and who might profit more by in-depth research on a problem of public administration rather than additional classroom courses.
Prerequisite(s)/Corequisite(s): PA 8010, PA 8050, PA 8090, PA 8120, and permission of the school. Not open to non-degree graduate students.

PA 8970 INTRODUCTION TO QUALITATIVE RESEARCH (3 credits)
The purpose of this course is to provide an introduction to qualitative research and its application in public administration. Students will learn the philosophic assumptions underlying qualitative research methods, especially as they differ from quantitative methods. Students will study the process of qualitative inquiry—including the formulation of research questions, collection and analysis of data, various strategies (e.g. case studies and ethnographies), verification, and the place of theory and literature in the research process.
Prerequisite(s)/Corequisite(s): Admission to the doctoral program and PA 8050. Not open to non-degree graduate students.

PA 8980 THESIS (1-6 credits)
A research project, designed and executed under the supervision of the chair and members of the graduate student's Thesis Advisory Committee. In this project, the student will develop and perfect a number of skills including the ability to design, conduct, analyze, and report the results in writing (i.e., thesis) of an original, independent scientific investigation. The project plan must be approved by the student's Thesis Advisory Committee. (Cross-listed with AVN 8980).
Prerequisite(s)/Corequisite(s): Graduate major in Public Administration and approval of Thesis Advisory Committee. Not open to non-degree graduate students.

PA 8990 CAPSTONE PROJECT IN PUBLIC ADMINISTRATION (3 credits)
The Capstone Project offers each student the opportunity to demonstrate mastery of the theory and practice of public administration by applying the knowledge and skills gained in the MPA program to a project of the student's choice. This involves completing a project report reflecting the cumulative knowledge gained from these experiences. The course is intended only for students who are completing their Masters of Public Administration (MPA).
Prerequisite(s)/Corequisite(s): Completion of at least 30 hours in the MPA, PA 8050, PA 8100, PA 8090, PA 8120, PA 8300, PA 8400, PA 8530 and school permission. Not open to non-degree graduate students.

PA 9000 FOUNDATIONS OF PUBLIC ADMINISTRATION (3 credits)
This course is designed as a doctoral seminar that surveys the development of public administration from its earliest antecedents to the present day, taking both a historical and topical approach.
Prerequisite(s)/Corequisite(s): Admission into the doctoral program. Not open to non-degree graduate students.
PA 9080 ADVANCED STATISTICAL APPLICATIONS (3 credits)
This is a required course which will provide the student with fundamentals of modern statistical techniques used in criminal justice and public affairs research. (Cross-listed with CRCJ 9080).
Prerequisite(s)/Corequisite(s): CRCJ 8950

PA 9200 THEORIES OF THE POLICY PROCESS (3 credits)
Proseminar in public policy with emphasis on the development and application of theories of the formulation, adoption, and implementation of public policy.
Prerequisite(s)/Corequisite(s): Completion of a Master's degree in Public Administration or a related field, and permission of the instructor. Not open to non-degree graduate students.

PA 9300 KNOWLEDGE DEVELOPMENT AND USE IN THE PUBLIC SERVICE PROFESSION (3 credits)
This course will examine current issues in knowledge, development and use in the public service professions. Emphasis is placed on understanding various systematic research to effect social change.
Prerequisite(s)/Corequisite(s): Admission to doctoral program or permission of the instructor. Not open to non-degree graduate students.

PA 9400 THE ENVIRONMENT OF PUBLIC ADMINISTRATION (3 credits)
The purpose of this course is to enable the doctoral student to understand the role and responsibility of public administration in the context of the broader political economy.
Prerequisite(s)/Corequisite(s): Admission to the doctoral program or permission of the instructor. Not open to non-degree graduate students.

PA 9420 ORGANIZATIONAL DYNAMICS (3 credits)
This course is designed as a doctoral seminar which expands the student's knowledge of organizations and the people in them. It will equip the student to understand and develop the behavior necessary for success at upper levels of administration in the public sector.
Prerequisite(s)/Corequisite(s): Admission to the doctoral program or permission of the instructor. Not open to non-degree graduate students.

PA 9600 SEMINAR IN ADVANCED MANAGEMENT THEORY (3 credits)
This course examines how recent advances in management theory may be incorporated into the practice of public administration.
Prerequisite(s)/Corequisite(s): Admission to doctoral program and PA 8090 or permission of instructor. Not open to non-degree graduate students.

PA 9700 PUBLIC BUDGETING AND FINANCIAL THEORY (3 credits)
This seminar is focused on theoretical issues in public budgeting and governmental finance. The aim of the seminar is for the student to understand the central issues in public budgeting and finance, and the place of this field of study within public administration.
Prerequisite(s)/Corequisite(s): Admission to the doctoral program or permission of the instructor. Not open to non-degree graduate students.

PA 9800 ADVANCED RESEARCH DESIGN (3 credits)
This is a required course which will expose students to advanced topics in research methods in preparation for writing their doctoral dissertation. It will also apply advanced methodological techniques to problems in the field.
Prerequisite(s)/Corequisite(s): Admission to the doctoral program. Not open to non-degree graduate students.

PA 9900 ADVANCED TOPICS (3 credits)
This course provides a format for exploration of topics of interest to advanced students in public administration. Topics covered will change periodically in keeping with the interests of faculty and students. (Cross-listed with AVN 9900).
Prerequisite(s)/Corequisite(s): Admission to PhD program in Public Administration or permission of instructor. Not open to non-degree graduate students.

PA 9920 TEACHING AND PROFESSIONAL SKILLS WORKSHOP (1 credit)
The workshop offers training for a career in higher education. Instruction and practice in teaching includes creating and presenting lecture material, facilitating discussion, constructing syllabi, and related matters. Instruction in professional skills includes topics such as interviewing for positions, writing and publishing, and the tenure process.
Prerequisite(s)/Corequisite(s): Admission to Ph.D. program or permission of instructor. Not open to non-degree graduate students.

PA 9950 QUANTITATIVE METHODS IN PUBLIC ADMINISTRATION (3 credits)
This course is designed to prepare the student to understand and apply advanced statistical methods needed in the design and analysis of public administration investigations. The major topics to be covered include research designs, nonexperimental research and specialized research designs, multiple linear regression, analysis of covariance, and logistic regression.
Prerequisite(s)/Corequisite(s): CRCJ 8030 or equivalent, PA 8050 or permission of the school. Not open to non-degree graduate students.

PA 9960 QUALITATIVE RESEARCH METHODS (3 credits)
This course is a doctoral seminar in the methods and practice of qualitative research. Advanced research design techniques, validity, mixed methodology, and qualitative research tools common to the practice of public administration are presented.
Prerequisite(s)/Corequisite(s): Admission to the doctoral program in public administration or permission of the instructor. Not open to non-degree graduate students.

PA 9970 DIRECTED RESEARCH IN PUBLIC ADMINISTRATION (3 credits)
This course offers a structure for doctoral students to conduct advanced research in their chosen area of specialization. (Cross-listed with AVN 9970).
Prerequisite(s)/Corequisite(s): Admission to PhD program in Public Administration and permission of instructor. Not open to non-degree graduate students.

PA 9980 DIRECTED READINGS IN PUBLIC ADMINISTRATION (1-6 credits)
This course is designed to provide the advanced graduate student with the opportunity to do extended readings on a specialized public administration topic. (Cross-listed with AVN 9980).
Prerequisite(s)/Corequisite(s): Admission to the Ph.D. program in public administration and permission. Not open to non-degree graduate students.

PA 9990 DISSERTATION (1-20 credits)
The dissertation is an original research project conducted and written under the direction of a faculty dissertation committee. The dissertation provides the student with an opportunity to do original research that contributes to advancing the body of knowledge in public administration.
Prerequisite(s)/Corequisite(s): Admission to Ph.D. program in public administration. Admission to candidacy for Ph.D. degree. Prior to enrolling for dissertation hours, student must have permission from the chair of the supervisory committee. Not open to non-degree graduate students.