Public Affairs Management

**PA 2325** Introduction to Public Service (3 semester credit hours) A broad introduction to public service that explores the history of public service in American life, the contemporary erosion of interest in public service, different options for public service, and considers how to increase public service engagement. (3-0) Y

**PA 3306** Advanced Research and Writing for the Policy Sciences (3 semester credit hours) This course examines the relationship between theory and research and will require students to develop a research project that focuses on an area of social policy including, but not limited to, education, welfare, the family, health care and workplace diversity. Implications for public policy will also be considered. Prerequisites: **PA 2325** and **EPPS 2301** and (**EPPS 2302** or **EPPS 2303**). (3-0) Y

**PA 3310** Managing Government Organizations (3 semester credit hours) Overview of management responsibilities, functions, and activities in government agencies within the framework of political values and organizational dynamics. (Same as **PSCI 3310**) (3-0) S

**PA 3314** Financial Management (3 semester credit hours) Financial accounting, control, and management for efficient and effective resource use within public and nonprofit organizations. (3-0) R

**PA 3333** Human Resources Management: Leading a Diverse Workforce (3 semester credit hours) Leadership, motivation, decision making, conflict resolution, performance, and other important challenges of personnel management in government organizations. (3-0) Y

**PA 3377** Urban Planning and Policy (3 semester credit hours) Explores important substantive areas and concepts in the field of urban and regional planning and current urban planning and policy issues and debates. Topics include: forces that have historically guided and are currently guiding U.S. urbanization; land use, growth management, transportation and traffic congestion, economic development, housing and community development, environmental planning; legal, environmental, governmental contexts. (Same as **GEOG 3377**) (3-0) T

**PA 3378** Public Finance and Economics (3 semester credit hours) This course focuses on the application of economic theories to understand the role of government. Students will learn how to use the tools of microeconomics to interpret the impacts of government policies. Topics include the role of tax, public expenditure policies, public goods, externalities, social security, and regulation. (3-0) Y

**PA 3379** Diversity in the Public Sector (3 semester credit hours) This course will focus on diversity beyond just race/ethnicity and gender, and examine dimensions of sexual orientation, religion, skill level, physical ability, communication styles, and multi-generations in the workplace. Understanding diversity and learning how to manage its complexity is the key focus of this class. Students will examine the importance of multiple cultures in public organizations in work teams and discuss the challenges that come with multiculturalism. Social interactions that contribute to the understanding of difference groups in diverse settings are examined. (Same as **SOC 3379**) (3-0) R

**PA 3380** Organizations: Theory and Behavior (3 semester credit hours) This course covers the major topics, issues, and contributions in the literature on organizations and management, with emphasis on applications to government and nonprofit organizations. Class readings draw from leading scholars in a variety of disciplinary traditions in order to shed light on the historical development of the literature. Additionally, the course material will review some of the contemporary approaches to the study of organizations. (3-0) Y

**PA 3381** Field Research Methods (3 semester credit hours) This course introduces students to
field research, the principal methodology of qualitative research. Students learn how to make observations and conduct interviews, and how to record and analyze data collected through these field methods. While students do not conduct actual research, they will complete a series of practice exercises to develop an individual research proposal. The proposal will be the basis of the research project students will undertake in the follow-up field research course, \textit{SOC 4317} or \textit{PA 4317} Field Research Practicum. (Same as \textit{SOC 3381}) (3-0) Y

\textbf{PA 3382} Sustainable Communities (3 semester credit hours) This course will survey the following topics in public policy and environmental justice: climate change, loss of habitat and biodiversity, water security, and the effects of new technologies. We will examine policy issues in light of the challenges faced by societies to balance the needs of all stakeholders in terms of economic, social, and environmental impacts; e.g., the triple bottom line. Emphasis is placed upon gaining an understanding of the elements of environmental justice and their impacts on different sectors of society through multiple ethical paradigms. (Same as \textit{SOC 3382}) (3-0) R

\textbf{PA 4317} Field Research Practicum (3 semester credit hours) Students will be guided by the instructor in conducting individual research projects in the field. Students will base their field research on the research proposal they developed in \textit{PA 3381} or \textit{SOC 3381} Field Research Methods. Prerequisite: \textit{PA 3381} or \textit{SOC 3381} and instructor consent required. (Same as \textit{SOC 4317}) (3-0) Y

\textbf{PA 4340} Creating High Performance Organizations (3 semester credit hours) Explores the managerial behaviors required to build high levels of performance necessary in contemporary work organizations. Explores performance management, employee engagement and high quality services, and new discoveries in the neurosciences and psychology that enhance human well-being while creating more productive work environments. (3-0) Y

\textbf{PA 4345} Negotiation and Conflict Resolution (3 semester credit hours) This course will introduce students to the theory and practice of negotiations in the public sector. Students analyze the parties, issues and strategies in negotiations and will take part in many negotiation simulations to develop their skills in issues identification and problem resolution. The course will begin with the study of two-party negotiations and progress to multi-party, multi-issue negotiations. (3-0) R

\textbf{PA 4350} Public Agencies, Management and Ethics (3 semester credit hours) Provides an in-depth knowledge of several major issues in bureaucracy including internal dynamics of public organizations, acquisitions and allocation of public funds, the roles of ethics and accountability, as well as the roles of bureaucracy in relation to public policy, clients, the citizenry, and society. (3-0) Y

\textbf{PA 4351} Managing the Urban Environment (3 semester credit hours) Examination of ways in which the fiscal and administrative policies of local government shape the structure of opportunities and incentives in urban areas. (3-0) R

\textbf{PA 4352} Emerging Communication Strategies in Public Service Organizations (3 semester credit hours) This course reviews current and emerging communication tools and technologies employed by nonprofit and public sector managers. The course is both theoretical and practical, offering a review of the public and nonprofit sectors, while building on effective social media strategies employed in nonprofit and public-sector program implementation, donor relations, stakeholder communication, issue-advocacy, and information dissemination. Regulatory, ethical, and privacy constraints are also explored as students develop an overall appreciation of the potential costs and benefits of social media as management and marketing tools. This course may be offered in a hybrid environment with on-site and online learning. (3-0) R

\textbf{PA 4355} Managing Nonprofit Organizations (3 semester credit hours) This course addresses the basic concepts of the trillion dollar nonprofit sector that includes education, research, health care, art, religion, social services, advocacy, legal services, international assistance,
foundations and mutual benefit organizations. This comprehensive course provides a thorough introduction and understanding to the sector with a focus on the history of nonprofit organizations in America, qualifications for charitable groups, and their governance as well as various management issues. (3-0) Y

**PA 4370** Leadership, Democracy, and Ethics (3 semester credit hours) Explores a full range of leadership theories and modern views of requisites for success in positions of leadership. Students will take from this course knowledge of leadership theories and practical knowledge for applying leadership principles in any organizational setting. (3-0) R

**PA 4386** Health and Social Policy (3 semester credit hours) Examines the history and complexities of the American healthcare system and social welfare provision. Particular emphasis is placed on the U.S., exploring healthcare and social welfare in a public policy framework. (Same as SOC 4386) (3-0) R

**PA 4387** Project Management (3 semester credit hours) A practical examination of how projects are managed from start to finish. The emphasis is on planning and control to avoid common pitfalls and manage risk. Planning includes defining objectives, identifying activities, establishing precedence relationships, making time estimates, determining project completion times, and determining resource requirements. (3-0) R

**PA 4390** Capstone - Social Entrepreneurship: Leading Change (3 semester credit hours) This course provides students with a service learning experience. Students serve as consultants to a government or nonprofit organization. Provides students with team-based experiences designed to produce positive change in the service provision of a government or nonprofit organization. Students produce a group report and present the report to the client organization. Students learn to become effective change agents. (3-0) Y

**PA 4396** Topics in Public Administration (3 semester credit hours) Subject matters of current interest. May be repeated for credit as topics vary (9 semester credit hours maximum). (3-0) R

**PA 4V97** Independent Study in Public Administration (1-9 semester credit hours) Independent study under a faculty member's direction. May be repeated for credit (9 semester credit hours maximum). Instructor consent required. ([1-9]-0) S

**PA 4V98** Internship (1-6 semester credit hours) Credit/No Credit only. May be repeated for credit (6 semester credit hours maximum). Instructor consent required. ([1-6]-0) S

**PA 4V99** Senior Honors in Public Administration (1-6 semester credit hours) For students conducting independent research for honors theses or projects. May be repeated for credit (6 semester credit hours maximum). Instructor consent required. ([1-6]-0) R