

# Public Administration (PA)

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## Courses

### PA 3050. Organizations in Multicultural and Diverse Societies. Units: 3

Semester Prerequisite: junior standing. Quarter Prerequisite: junior standing

Integrative, multicultural exploration of the challenge of ensuring that business and government organizations as they pursue their economic or public policy missions also promote societal goals of democratic process and full inclusion of women and minorities. Examines the roles and powers of business and government organizations in meeting or failing to meet the rights and needs of citizens of all genders and ethnicities. Formerly offered as PA 305. Satisfies GE DI designation.

### PA 3070. Public Relations in the Public Sector. Units: 3

Public relations as an inherent aspect of management in the public sector. Problems and techniques of administration of programs to manage and improve public relations. Formerly offered as PA 307.

### PA 3150. Society, Business, & Global Governance. Units: 3

Description and analysis of government and society. Addresses business' ethical obligations to society, and government policies affecting business at local, state and national levels. Covers global governance focusing on international trade treaties, trading blocs, and international financial institutions. Satisfies GE Category D4; G designation. Formerly PA 315.

### PA 3800. Introduction to Public Administration. Units: 3

An introduction to the foundations of public and nonprofit administration, including organization of public services, roles and relationships of public administrators, accountability and the achievement of public goals. Formerly offered as PA 380.

### PA 4620. Managing Human Resources in the Public Sector. Units: 3

Semester Prerequisite: PA 3800. Quarter Prerequisite: PA 380 and the upper division writing requirement

An introduction to managing human resources in the public sector, including technical processes of personnel management and the basics of human relations and supervision. Formerly offered as PA 462.

### PA 4630. Governmental Budgeting. Units: 3

Semester Prerequisite: PA 3800. Quarter Prerequisite: the upper division writing requirement

Role of the budgetary process in government management, the public sector environment of budgeting, budget formulation and administration. Formerly offered as PA 463.

### PA 4700. Public Policy and Administration. Units: 3

Formulation and implementation of public policy with an emphasis on the role of public agencies. Students critically examine the role individuals and organizations play in the policy process and methods of policy implementation.

### PA 5010. Administrative Leadership. Units: 3

Semester Prerequisite: Junior status, or graduate status. Quarter

Prerequisite: the upper division writing requirement

A course in public sector leadership. Emphasis on the theory and practice of leading public sector organizations. Topics include various theories of leadership as well as leader traits, skills, styles, behaviors, development, evaluation, and ethics. Formerly offered as PA 501.

### PA 5120. Performance Measurement and Management. Units: 3

Semester Prerequisite: Must have junior or graduate standing

Examines performance management in public agencies. Explains the relationship among key terms and concepts - performance measures, performance indicators and benchmarks. Provides an understanding of the benefits and challenges of implementing an effective performance management system for public and nonprofit organizations to ensure that services are delivered effectively, efficiently and equitably.

### PA 5140. Nonprofit Management and Leadership. Units: 3

Semester Prerequisite: Junior status, or graduate status. Quarter

Prerequisite: the upper division writing requirement

Introduction to the theory and practice of nonprofit management.

Students will identify the unique role of nonprofits as public serving private organizations; understand the nonprofit legal framework; review concepts in nonprofit leadership and governance, including the roles and responsibilities of the board of directors; learn how to strategically manage staff and volunteers; and understand the unique financial management practices of nonprofit organizations. Formerly offered as PA 514.

### PA 5150. Executive Nonprofit Leadership. Units: 3

Focus on building effective nonprofit leadership skills including understanding of leadership styles, emotion management, self-regulation, work-life balance, building shared vision, and intrapersonal and interpersonal skills needed to motivate and develop sustainable relationships with staff, donors, board members, volunteers, and government and private sector organizations.

### PA 5170. Nonprofit Fundraising and Grantwriting. Units: 3

Students will learn the practical skills necessary to generate resources for nonprofit organizations. This course will emphasize foundational principles in philanthropy, including: donor prospecting, donor relation management, and the design and production of fundraising campaigns. Students will also learn specific grant writing techniques for various funder types, such as foundations, corporations, and government agencies. A full overview of the grant cycle, which involves locating grant opportunities, developing proposals, and the management of grant reporting will be covered.

### PA 5190. Managing Diversity in Organizations. Units: 3

Semester Prerequisite: Junior status, or graduate status

Exploration of the diversity challenges facing organizations as they pursue their missions. Topics include: theories of diversity, its benefits and challenges, legal managerial and ethical obligations. Formerly offered as PA 619.

### **PA 5200. Sustainability Policy and Management. Units: 3**

Semester Prerequisite: Junior status, or graduate status

This course is centered around the sustainable management of natural and built environment systems with an emphasis on California and the Inland Empire Region. This course will review the current state of the environment in CA, including its systemic threats to a sustainable future; and laws, regulations and policy incentives for sustainable development outcomes. Key topics will include water and waste systems; transportation systems management and programmatic innovations; renewable energy systems adaptations; as well as green infrastructure planning and policy.

### **PA 5210. Community Planning and Management. Units: 3**

Semester Prerequisite: Junior status, or graduate status. Quarter Prerequisite: the upper division writing requirement

This course serves as a primer on local government management and community planning with a focus on these issues in California and the Inland Empire Region. Key topics will include the history of urban systems; local and regional governance structures; the fiscal basis for local governments; local government policy; planning laws and regulations; land use management; environmental impact review; transportation and mobility planning; place-making and design; and citizen engagement models.

### **PA 5280. Intergovernmental Relations and Policy Networks. Units: 3**

Semester Prerequisite: Junior status, or graduate status

This course provides students with an understanding of both the process and the philosophy of intergovernmental relations and policy networks in the United States, its foundations, its evolution, and its current status. Relationships among 90,000 independent federal, state and local governments in addition to non-governmental actors. Formerly offered as PA 628.

### **PA 5570. Public Sector Labor Relations. Units: 3**

Semester Prerequisite: Junior status, or graduate status. Quarter Prerequisite: the upper division writing requirement

Analyzes issues created by collective bargaining and unionism in public sectors. Examples: selection of bargaining agents, bargaining scope and obligation, impasse resolution and grievance procedure. Formerly offered as PA 557.

### **PA 5640. Economic and Community Development. Units: 3**

Semester Prerequisite: Junior status, or graduate status. Quarter Prerequisite: the upper division writing requirement

This course is focused on economic and community development policy and practice for local communities, with a special focus on California and the Inland Empire Region. Key topics include theories of economic growth, distribution and community impact; policy and program strategies for regional and local economic development; financing and implementation of economic development programs; policy innovations for equitable growth; and the political economy of the housing market.

### **PA 5680. Accounting for Government and Not-for-Profit Organizations. Units: 3**

Semester Prerequisite: ACCT 2110. Quarter Prerequisite: ACCT 211  
Provides students an opportunity to study the specialized the GASB accounting principles applicable to state and local governments. It affords learners an opportunity to acquire proficiency with the FASB financial reporting standards applicable to a variety of tax exempt non-profit organizations encountered in practice with an emphasis on fair value accounting and the basic principles used to record of assets, liabilities, equity, revenues, and expenditures. The course also covers the analysis and interpretation of government financial statements. Previously offered as ACCT 468.

### **PA 5730. Public Transportation Systems. Units: 3**

Semester Prerequisite: Junior status, or graduate status. Quarter Prerequisite: the upper division writing requirement

Transportation systems are the backbone of any community and highly impact the local quality of life, depending on how they function. This course takes a systems approach to transportation planning and policy. Topics include: techniques of analysis of transportation networks and plans; land use and economics; location theories and spatial analysis; and the human element. Formerly offered as PA 573.

### **PA 5753. Internship in Public Administration. Units: 3**

Semester Prerequisite: Consent of PA internship coordinator. Quarter Prerequisite: Consent of PA internship coordinator  
Supervised work and study in government or non-profit organizations. May be repeated for credit. A total of six units of Jack H. Brown College of Business and Public Administration PA 5753 or PA 5755 courses may be applied toward graduation. Graded credit/no credit. Formerly offered as PA 575.

### **PA 5755. Internship. Unit: 1**

Semester Prerequisite: Consent of college internship coordinator. Quarter Prerequisite: senior standing preferred; consent of instructor and the departments internship coordinator  
Supervised work and study in private or public organizations. May be repeated for credit. A total of six units of Jack H. Brown College of Business and Public Administration 5753 or 5755 courses may be applied toward graduation. Graded credit/no credit.

### **PA 5900. Special Topics in Public Administration. Units: 3**

Semester Prerequisite: Junior status, or graduate status  
An intensive study of some phase of public administration to be developed by the instructor. May be repeated for credit as topics change. Formerly offered as PA 590.

### **PA 5915. Special Topics in Public Administration. Unit: 1**

An intensive study of some phase of public administration to be developed by the instructor. May be repeated for credit as topics change.

**PA 5951. Independent Study. Unit: 1**

Semester Prerequisite: Junior status, or graduate status  
Special topics involving library and/or field research. A total of 8 units in any Jack H. Brown College of Business and Public Administration 5951, 5952, 5953, 5955 may be applied toward graduation. Consent of instructor and approval by the department of a written project/proposal submitted to the appropriate department in the Jack H. Brown College of Business and Public Administration on a standard application filed in advance of the semester in which the course is to be taken. Course is cross-listed across different departments within the college.

**PA 5952. Independent Study. Units: 2**

Semester Prerequisite: Junior status, or graduate status  
Special topics involving library and/or field research. A total of 8 units in any Jack H. Brown College of Business and Public Administration 5951, 5952, 5953, 5955 may be applied toward graduation. Consent of instructor and approval by the department of a written project/proposal submitted to the appropriate department in the Jack H. Brown College of Business and Public Administration on a standard application filed in advance of the semester in which the course is to be taken. Formerly offered as 595B. Course is cross-listed across different departments within the college.

**PA 5953. Independent Study. Units: 3**

Semester Prerequisite: Junior status, or graduate status  
Special topics involving library and/or field research. A total of 8 units in any Jack H. Brown College of Business and Public Administration 5951, 5952, 5953, 5955 may be applied toward graduation. Consent of instructor and approval by the department of a written project/proposal submitted to the appropriate department in the Jack H. Brown College of Business and Public Administration on a standard application filed in advance of the semester in which the course is to be taken. Formerly offered as 595D. Course is cross-listed across different departments within the college.

**PA 5955. Independent Study. Unit: 1**

Semester Prerequisite: Junior status, or graduate status  
Special topics involving library and/or field research. A total of 8 units in any Jack H. Brown College of Business and Public Administration 5951, 5952, 5953, 5955 may be applied toward graduation. Consent of instructor and approval by the department of a written project/proposal submitted to the appropriate department in the Jack H. Brown College of Business and Public Administration on a standard application filed in advance of the semester in which the course is to be taken. Course is cross-listed across different departments within the college.

**PA 6030. Research Methods in Administration. Units: 3**

Quarter Prerequisite: ADMN 210 or equivalent introductory statistics class  
Introduces the fundamentals of scientific inquiry in administration and provides the theoretical and practical base for a research project, particularly as applicable to public managers. Addresses issues of research design, sampling, data collection and analysis of basic quantitative and qualitative methods, as well as evaluation of research. Formerly offered as PA 603.

**PA 6110. Public Administration Theory and Practice. Units: 3**

A critical analysis of major theories of public administration and their application, including development of the discipline, evolution of institutional forms, concepts of decision-making, ethics in the public sphere, the politics-administration dichotomy, and the role of public administration in society. The course is constructed on a writing intensive approach with foci on public service values and motivation. Formerly offered as PA 611.

**PA 6150. Public and Nonprofit Financial Management. Units: 3**

Management of financial resources in public and nonprofit organizations with emphasis on both micro and macro approaches. Topics include evaluation and monitoring of financial conditions and trends, capital financing strategies, debt administration, cash management, retirement systems, and risk management. Formerly offered as PA 615.

**PA 6170. Management of Local Economic Development. Units: 3**

Theories and strategies of economic development in California and the Nation. Topics include planning, financing and implementation of economic development programs, as well as the social and environmental impacts of alternatives. Formerly offered as PA 617.

**PA 6300. Program Evaluation. Units: 3**

Semester Prerequisite: PA 6030. Quarter Prerequisite: MATH 305 or ADMN 210  
The purpose, methods, and utility of program evaluations in public and nonprofit organizations. Addresses selection of programs for evaluation, research design, and research methodology as well as organizational and personnel challenges associated with the evaluation process. Formerly offered as PA 630.

**PA 6500. Government in the Digital Age. Units: 3**

Quarter Prerequisite: the upper division writing requirement  
Surveys the uses of information technology (IT) in public sector, impact of IT on public organizations, and the functions of IT in a democratic society. Theories and principles of technology design and management of change, electronic delivery of government information and services, and problems of managing IT in government. Formerly offered as PA 650.

**PA 6550. Capstone: Strategic Planning for Government and Nonprofit Organizations. Units: 3**

Semester Prerequisite: Completion of a minimum of 27 units within the MPA program  
Description and analysis of public sector and non-profit strategic planning, including key planning components, the planning process, the organizational environment and leadership. Topics include organizational mission, vision, goal setting, environmental assessment, prioritization, strategy development, implementation and performance measurement. Must be passed with a B or higher grade. Formerly offered as PA 655.

**PA 6610. Principles of Public and Nonprofit Procurement. Units: 3**

Introduction to theory and practice of public and nonprofit procurement at the local, state and federal levels including best practices, trends, ethics and the legal framework of procurement. Formerly offered as PA 661.

**PA 6620. Human Resource Management in the Public Sector. Units: 3**

Analysis of the human resource management function as it applies to public sector organizations. Topics include development of modern public service, professionalism and ethics, recruitment, selection, position management, compensation practices, appraisal, and personnel development. Formerly offered as PA 662.

**PA 6630. Public Budgeting and Finance. Units: 3**

Budgeting and finance theories, and concepts, and principles used in various settings that include federal, state, and local governments and nonprofit organizations. Includes economic, management, and political approaches to appropriation and revenue decision-making processes, as well as ethics and major issues in contemporary budgeting. Formerly offered as PA 663.

**PA 6640. Management of Public Organizations. Units: 3**

Examines public service management, including the role of the public executive, theories of public organizations, human behavior in public organizations, innovation, and professional ethics. Formerly offered as PA 664.

**PA 6700. Emergency Management. Units: 3**

Covers basic theory and practice in emergency management. Topics include approaches to emergency management, the political and administrative environment, administration of complex systems, behavioral aspects, and establishing and implementing community wide policies. Formerly offered as PA 670.

**PA 6720. Administrative Regulation. Units: 3**

Semester Prerequisite: PA 6110

Discretionary authority of regulatory agencies, the manner in which power is exercised by such agencies, and the administrative structure of the regulatory process. Topics include Constitutional analysis, legal research, administrative immunity, rulemaking, evidentiary adjudication, due process, transparency, and privacy, as well as judicial and legislative review of administrative action. Formerly offered as PA 672.

**PA 6750. Internship. Units: 0**

Prerequisites: senior standing preferred; consent of instructor and the departments internship coordinator

Supervised work and study in a public service organization to satisfy Advancement to Candidacy requirement 4 of the MPA program. Graded credit/no credit.

**PA 6755. Internship. Unit: 1**

Semester Prerequisite: Consent of college internship coordinator. Quarter Prerequisite: senior standing preferred; consent of instructor and the departments internship coordinator

Supervised work and study in private or public organizations. May be repeated for credit. A total of six units of Jack H. Brown College of Business and Public Administration 5753 or 5755 courses may be applied toward graduation. Graded credit/no credit.

**PA 6800. Public Policy Analysis. Units: 3**

Semester Prerequisite: PA 6110 and PA 6030. Quarter Prerequisite: PA 611, PA 662, and PA 663

Theoretical and practical issues to the development, application, and management of policy issues in public administrative systems. The emphasis is upon the development of critical thinking and evaluative skills for applied decision making in the workplace. Selected contemporary policy challenges and solutions are explored. Formerly offered as PA 680.

**PA 6900. Advanced Topics in Public Administration. Units: 3**

Intensive study of an advanced topic in public administration. May be repeated for credit as topics change. Formerly offered as PA 690.

**PA 6980. Comprehensive Examination. Units: 0**

Semester Prerequisite: advancement to candidacy, approval of department, completion of required course work in the masters program, and in good academic standing. Quarter Prerequisite: advancement to candidacy, approval of department, completion of course work in the masters program, and in good academic standing

An assessment of the students ability to integrate the knowledge of the area, show critical and independent thinking and demonstrate mastery of the subject matter. Formerly offered as PA 999. Graded Credit/No credit.

**PA 6985. Professional Development Seminar. Units: 0**

This seminar addresses a variety of topics required for students including professional and career development program, current topics, advising and networking. Students must enroll and receive credit for two semesters during their program.

**PA 6990. Continuous Enrollment for Graduate Candidacy Standing. Units: 0**

Quarter Prerequisite: advancement to candidacy and approval of program graduate coordinator or, if an interdisciplinary studies major, consent of the Dean of Graduate Studies

Independent study leading to completion of requirements (other than course work) for the master's degree. To retain classified standing in the master's program, a student must enroll in a Continuous Enrollment for Graduate Candidacy Standing course each quarter until the project or thesis is accepted or the comprehensive examination passed. Students who enroll through the university have full use of all university facilities. See Culminating Experience: Exam, Thesis, or Project in Graduate Degree and Program Requirements section of the Bulletin of Courses. Continuous Enrollment for Graduate Candidacy Standing is a variable unit course, see fee schedule in the Financial Information section of the Bulletin of Courses. Earned units are not degree-applicable nor will they qualify for financial aid.

### **PA 6991. Continuous Enrollment for Graduate Candidacy Standing. Unit: 1**

Quarter Prerequisite: Advancement to candidacy and approval of program graduate coordinator or, if an interdisciplinary studies major, consent of the Dean of Graduate Studies

Independent study leading to completion of requirements (other than course work) for the master's degree. To retain classified standing in the master's program, a student must enroll in a Continuous Enrollment for Graduate Candidacy Standing course each quarter until the project or thesis is accepted or the comprehensive examination passed. Students who enroll through the university have full use of all university facilities. See Culminating Experience: Exam, Thesis, or Project in Graduate Degree and Program Requirements section of the Bulletin of Courses. Continuous Enrollment for Graduate Candidacy Standing is a variable unit course, see fee schedule in the Financial Information section of the Bulletin of Courses. Earned units are not degree-applicable nor will they qualify for financial aid.

### **PA 6992. Continuous Enrollment for Graduate Candidacy Standing. Units: 2**

Quarter Prerequisite: advancement to candidacy and approval of program graduate coordinator or, if an interdisciplinary studies major, consent of the Dean of Graduate Studies

Independent study leading to completion of requirements (other than course work) for the master's degree. To retain classified standing in the master's program, a student must enroll in a Continuous Enrollment for Graduate Candidacy Standing course each quarter until the project or thesis is accepted or the comprehensive examination passed. Students who enroll through the university have full use of all university facilities. See Culminating Experience: Exam, Thesis, or Project in Graduate Degree and Program Requirements section of the Bulletin of Courses. Continuous Enrollment for Graduate Candidacy Standing is a variable unit course, see fee schedule in the Financial Information section of the Bulletin of Courses. Earned units are not degree-applicable nor will they qualify for financial aid.

### **PA 6993. Continuous Enrollment for Graduate Candidacy Standing. Units: 3**

Quarter Prerequisite: advancement to candidacy and approval of program graduate coordinator or, if an interdisciplinary studies major, consent of the Dean of Graduate Studies

Independent study leading to completion of requirements (other than course work) for the master's degree. To retain classified standing in the master's program, a student must enroll in a Continuous Enrollment for Graduate Candidacy Standing course each quarter until the project or thesis is accepted or the comprehensive examination passed. Students who enroll through the university have full use of all university facilities. See Culminating Experience: Exam, Thesis, or Project in Graduate Degree and Program Requirements section of the Bulletin of Courses. Continuous Enrollment for Graduate Candidacy Standing is a variable unit course, see fee schedule in the Financial Information section of the Bulletin of Courses. Earned units are not degree-applicable nor will they qualify for financial aid.

### **PA 6994. Continuous Enrollment for Graduate Candidacy Standing. Units: 4**

Quarter Prerequisite: advancement to candidacy and approval of program graduate coordinator or, if an interdisciplinary studies major, consent of the Dean of Graduate Studies

Independent study leading to completion of requirements (other than course work) for the master's degree. To retain classified standing in the master's program, a student must enroll in a Continuous Enrollment for Graduate Candidacy Standing course each quarter until the project or thesis is accepted or the comprehensive examination passed. Students who enroll through the university have full use of all university facilities. See Culminating Experience: Exam, Thesis, or Project in Graduate Degree and Program Requirements section of the Bulletin of Courses. Continuous Enrollment for Graduate Candidacy Standing is a variable unit course, see fee schedule in the Financial Information section of the Bulletin of Courses. Earned units are not degree-applicable nor will they qualify for financial aid.

### **PA 6995. Continuous Enrollment for Graduate Candidacy Standing. Units: 5**

Quarter Prerequisite: advancement to candidacy and approval of program graduate coordinator or, if an interdisciplinary studies major, consent of the Dean of Graduate Studies

Independent study leading to completion of requirements (other than course work) for the master's degree. To retain classified standing in the master's program, a student must enroll in a Continuous Enrollment for Graduate Candidacy Standing course each quarter until the project or thesis is accepted or the comprehensive examination passed. Students who enroll through the university have full use of all university facilities. See Culminating Experience: Exam, Thesis, or Project in Graduate Degree and Program Requirements section of the Bulletin of Courses. Continuous Enrollment for Graduate Candidacy Standing is a variable unit course, see fee schedule in the Financial Information section of the Bulletin of Courses. Earned units are not degree-applicable nor will they qualify for financial aid.

### **PA 6996. Continuous Enrollment for Graduate Candidacy Standing. Units: 6**

Quarter Prerequisite: advancement to candidacy and approval of program graduate coordinator or, if an interdisciplinary studies major, consent of the Dean of Graduate Studies

Independent study leading to completion of requirements (other than course work) for the master's degree. To retain classified standing in the master's program, a student must enroll in a Continuous Enrollment for Graduate Candidacy Standing course each quarter until the project or thesis is accepted or the comprehensive examination passed. Students who enroll through the university have full use of all university facilities. See Culminating Experience: Exam, Thesis, or Project in Graduate Degree and Program Requirements section of the Bulletin of Courses. Continuous Enrollment for Graduate Candidacy Standing is a variable unit course, see fee schedule in the Financial Information section of the Bulletin of Courses. Earned units are not degree-applicable nor will they qualify for financial aid.