

Public Administration (PA)

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 D3; G designation. Formerly offered as 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

Examines the nonprofit sector as a unique context for leadership and management. Skills students will learn include how to manage and motivate nonprofit staff, board members, and volunteers; fundraising; emotion management; how to strategically scale an organization; and other skills for leading an effective nonprofit organization. Formerly offered as PA 514.

PA 5150. Executive Nonprofit Leadership. Units: 3

Emphasis is on collaborative communication, emotional intelligence, the authenticity of effective nonprofit leaders, self-regulation and management, balancing work and life, and other intrapersonal and interpersonal skills nonprofit leaders need to develop sustainable relationships with staff, donors, board members, and volunteers and sustain their own motivation along the way.

PA 5170. Nonprofit Fundraising and Grantwriting. Units: 3

Students will learn the practical skills necessary to generate resources for a social cause from foundations, corporations, government agencies, and individuals. Skills for scaling an effective nonprofit organization will include grant writing, how to launch social media and major donor campaigns, and how to involve board members and volunteers in fundraising initiatives.

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. Water Law, Regulation and Policy. Units: 3

Semester Prerequisite: Junior status, or graduate status
 Legal authority of water agencies, the procedures employed to exercise and limit that authority, the structure and process of administrative law, and the sharing of power in a federal system. Examines environmental laws, rulemaking, interstate compacts, emergency powers, property condemnation, allocation of water resources, and legal aspects of financing water projects. Formerly offered as PA 620.

PA 5210. Urban Growth and Planning. Units: 3

Semester Prerequisite: Junior status, or graduate status. Quarter Prerequisite: the upper division writing requirement
 The praxis of urban planning and growth are explored. Topics include but not limited to: local government institutions; zoning; planning regulations and codes; environment; and stakeholders. Formerly offered as PA 521.

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. Local Public Administration. Units: 3

Semester Prerequisite: Junior status, or graduate status. Quarter Prerequisite: the upper division writing requirement
 Administrative characteristics and problems of public management in the urban area, including city, county, school and special district organization and functions. Formerly offered as PA 564.

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 all MPA Core and Concentration courses

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 and 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 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.