

and its use in emergency management; demonstrate technology applications; examine problems in the implementation of technology in emergency management; and clarify strategies for addressing issues and problems in emergency management. The course will review and assess key technologies through a combination of case studies, directed research and hands-on application.

Prerequisite: PMT 711

Business Continuity Planning

PMT 762

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED SPRING SEMESTER)

Introduces the theory of business continuity planning; the course will discuss the development of plans and their essential components. Emphasis is on identification and implementation of the appropriate recovery organization, goals, objectives and strategies in the organizational environment. The course will include exercises on the development of business continuity plans, case studies of successful plans and coordination of plans with local government response organizations. Software resources will be considered to plan and manage the continuity process.

Prerequisite: PMT 711

Emergency Management: Preparedness and Response

PMT 763

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

This course will focus on the concepts of disaster planning and response from a governmental perspective. The organizational aspects of emergency management and its position within local government will be discussed from both national and local perspectives. The principles of risk identification and communication, management and coordination of resources, and public education will be examined. Attention will also be paid to planning and exercises involving public and private resources. Information technology will be explored to assess risks and plan for warning and response needs

Prerequisite: PMT 711

Risk Analysis and Loss Prevention

PMT 781

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED FALL SEMESTER)

Introduces the theory and practice of risk management, as applied to the security and safety of persons and property. Examines the management of risk associated with a range of conditions and events including, fire, building systems, crime and terrorism, security deficiencies, worker safety, hazardous and toxic materials, disasters and emergencies. Considers analytical software applications in the risk analysis process.

PUBLIC ADMINISTRATION (Applicable to the MPA in Public Policy and Administration and the MPA in Inspection and Oversight Programs)

Advanced Financial Reporting and Analysis

ACC 710

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED FALL SEMESTER)

The course encompasses a review of financial reporting and the conceptual framework for financial reporting. Financial statement analysis techniques are used to detect analytical anomalies in financial statements, including identifying fraud symptoms associated with fictitious revenues, timing differences, concealed liabilities and expenses, and improper disclosures and asset valuations.

Advanced Auditing with Analytical Applications

ACC 720

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED FALL SEMESTER)

A study of the processes conducted by independent, internal and government accountants to provide auditing and assurance services on information provided by management. Statistical techniques, commercial data-mining software and analytical methods are used to evaluate potential fraud activities.

2 GRADUATE COURSES OFFERED

Strategic Cost Management

ACC 702

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Cost management is integrated with strategic analysis to understand the role of financial and non-financial information in operational and strategic decision making. Topics include supply-chain analysis, cost-driver analysis, activity-based management, technology costing, quality cost management, and the balanced scorecard.

Prerequisite: PAD 742 or ACC 742

Advanced Taxation

ACC 703

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Addresses the underlying principles of individual and corporate income taxation in the United States with an emphasis on how tax fraud is committed and how tax frauds are investigated.

Analytical Methods in Inspection and Oversight

ACC 704

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

A review of the actual and potential use of the computer as a tool in performing the oversight and audit functions in the public sector. The application of statistical techniques and other quantitative methods available in general and specialized audit software is discussed as used to analyze and interpret financial and nonfinancial data.

Forensic Accounting and Auditing

ACC 705

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

This course provides an understanding of how specific types of frauds are committed against an organization and on behalf of an organization. By learning how managers and employees commit frauds, students will be better prepared to prevent, detect and in-

vestigate those frauds. Expert witnessing and reporting are also presented.

Prerequisite: PAD 742 or ACC 710

Public Administration

PAD 700

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Examines the field of public administration. Defines the scope and content of public administration and the relationship of public administration to other disciplines. Provides political, economic, cultural, and historical perspectives on the field and introduces current issues facing the profession. Sets forth the literature of the field and the inventory of skills that students must master in order to complete the MPA in Public Policy and Administration Program and the MPA in Inspection and Oversight Program.

Fraud, Abuse, Waste and Corruption

PAD 701

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Focuses on the nature and prevalence of fraud, abuse, waste and corruption in public, quasi-public, and not-for-profit programs and organizations. Includes political, economic, legal and philosophical perspectives on these problems. Examines approaches to investigating, monitoring, deterring and controlling these phenomena.

Human Resources Management

PAD 702

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Surveys public sector personnel planning and management. Examines job design and classification, recruitment, selection, career development, employee evaluation and compensation. Introduces the concepts of merit principles, affirmative action and equal opportunity as important conceptual frameworks for public managers. Explores how individual worker's perceptions, motivation, learning, creativity, as well as interpersonal conflicts on the job, help determine the effectiveness of personnel policies.

Techniques and Tools of Human Resources Administration

PAD 703

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Surveys the relationship between worker productivity and personnel/management/labor relations policies in the public sector. Examines the workplace application of theories of human resource management. Relates the impact of different human resource management plans on innovation, productivity and labor relations in the workplace. Studies the role administrative leadership plays in building an effective and satisfied workforce.

Prerequisite: PAD 702

Economics for Public Administrators

PAD 704

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Examines the interaction between the economic environment and public administration. Reviews basic economic principles and methods. Introduces macroeconomic analysis—the relationship between the government’s fiscal and monetary policy and employment, inflation and growth. Provides a grounding in microeconomics—the application of economic principles to analyze the decision making of organizations, government policy makers and individuals.

Organization Theory and Management

PAD 705

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Examines organizational structure using formal, informal and systems models. Applies the models to the analysis of organizational processes and operations, including decision making, communication, leadership, control and change. Considers how size, technology, task and other structural characteristics affect overall organizational performance.

Bureaupathology

PAD 706

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Explores corruption, waste, favoritism, excessive secrecy, arbitrary and illegal exercises of power and other “pathologies” of bureaucracies. Examines the organizational situations and social contexts conducive to departures from the laws, rules and regulations that define the formal mission of an agency. Considers the remedial and preventative actions available to elected officials, organizational managers, line employees and clients, customers and citizens.

Managing People: A Human Resources Perspective

PAD 707

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Examines current issues and problems in public sector human resources management. Draws from an agenda that includes: civil service systems and alternatives, equal employment opportunity, affirmative action, public employee organizations, comparable-worth and other job analyses, pensions and fringe-benefits, career-ladders, mentoring, the validity of performance evaluation and entrance examinations. Permits an in-depth examination of selected issues introduced in the required Human Resources Management course.

Prerequisite: PAD 702

The Ethical and Legal Environment of Public Employment

PAD 710

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Focuses on selected topics in the law relating to public employment. Examines the right to organize, the determination of bargaining units, the scope of bargaining, legal prohibitions and sanctions against strikes and job actions, due process rights of employees facing disciplinary charges, civil liability of public employees, and standards of ethics and disclosure.

Prerequisite: PAD 702

2 GRADUATE COURSES OFFERED

Management Systems and Techniques in the Public Sector

PAD 712

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Surveys the application of systems analysis to the management of organizations. Addresses systems theory, information theory, network analysis and cost-benefit analysis. Examines the principles of information collection, utilization and management. Details the development and maintenance of management information systems. Introduces critical path method, project management, forecasting and budgeting as techniques of decision making, planning and control.

Prerequisite: PAD 705 or permission of the program director

Organizational Performance Assessment

PAD 714

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Examines the concept of productivity and its application in the management and evaluation of public organizations. Addresses work-process analysis, input and output measurement, improved worker skills and motivation, and management innovation as avenues to improved productivity. Views the role of productivity in labor-management relations, and considers how productivity goals relate to other societal goals.

Prerequisite: PAD 700 or PAD 705 or permission of the program director

Research Methods in Public Administration

PAD 715

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Examines the logic and techniques of research, evaluation and quantitative analysis in public administration. Introduces the concepts of measurement and data collection, approaches to the presentation of quantitative information, and designs for research in public administration and public policy.

Prerequisite: STA 250 or a similar undergraduate course

Substitution: CRJ 715 with permission of the program director

Cases in Productive Public Management

PAD 716

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Relates actual productivity programs to conceptual models of productivity and recommended productivity techniques. Examines cases involving productivity measurement, jurisdiction-wide efforts to monitor and manage productivity efforts, the effect of capital investment and technological advance on productivity, and the participation of employee organizations in productivity investment programs.

Prerequisite: PAD 714 or permission of the program director

International Public Policy and Administration

PAD 718

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED FALL SEMESTER)

Reviews the institutions, processes and policy issues associated with the administration of international organizations and the implementation of international agreements. Examines the development of functional and regional international organizations in the context of international legal, political and economic structures, and the administrative processes and structures that are associated with such organizations. Compares structures and styles of public management in other nations and cultures.

Delivery Systems in Justice and Urban Services Systems

PAD 719

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Explores how various criminal justice and other urban services are administered and delivered through partnerships between public agencies, the voluntary sector (nonprofits and cooperative associations) and private for-profit companies and individuals. The course examines the government contracting process for criminal justice and urban services and funding, legal accountability and stakeholder issues to be considered by public managers when delivering public services through inter-governmental agreements and public-private partnerships.

Assessments, Audits and Investigations in Human Resources

PAD 723

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

This course examines assessments, audits, and investigations from a human resources perspective, including the preparation of factual investigative reports on the outcomes of investigations into violations of policies and laws on workplace safety, EEO-employment discrimination, violence, harassment, retaliation, fraud, abuse, waste and other wrongdoing. The course examines the prevalence and incidence of such problems, along with techniques for fact-finding, investigation, documentation and complaint assessment.

The Politics and Process of Outsourcing

PAD 726

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED FALL SEMESTER)

Surveys the concepts and methods that public sector officials use to obtain goods, services and other things of value from private sector companies. This course aims at providing present and future public sector line managers with a full understanding of various procurement methods, including when and how to use these methods to help achieve public agency goals and objectives

Policy Analysis in Criminal Justice

PAD/CRJ 730

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Offers an introduction to policy analysis and criminal justice planning. Explains how to assess proposals intended to solve problems encountered in policing, adjudication and corrections.

Prerequisite: CRJ 715 or PAD 715

Oversight by Independent, Regulatory and Political Authorities

PAD 731

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED FALL SEMESTER)

Surveys the roles and functions of inspection and oversight in regulatory agencies, nonprofit organizations, oversight boards, municipal councils and state legislatures. Examines the specialized oversight functions of these agencies, particularly within their political contexts.

Policy Analysis

PAD 739

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Analyzes policy decisions with a special focus on politics, decision making and the role played by the mass media. Studies the relationships among administrative agencies, political executives, legislators, pressure groups and other interested parties such as contractors and issue-oriented political action groups. Requires students to identify and explain the motives, goals, tactics and strategies of the parties involved in major policy issues.

Public Sector Inspection and Oversight

PAD 740

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Surveys the role and function of inspection and oversight in the public and not-for-profit sectors. Introduces the techniques of internal investigation, policy oversight and operational auditing. Addresses fraud prevention and the auditor-agency relationship.

Administrative Law and Regulation

PAD 741

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Analyzes the authority of administrative agencies in the United States. Addresses the delegation of legislative authority to admin-

2 GRADUATE COURSES OFFERED

istrations, the procedural requirements imposed on administrative rule making, the rights of clients and citizens affected by the exercise of administrative authority. Studies the formal relationship between the legislature, government executives and regulatory agencies.

Prerequisite: PAD 700 or permission of the program director

Public Sector Accounting and Auditing

PAD 742

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Introduces the principles of accounting and the techniques of auditing for governmental and not-for-profit agencies. Reviews GAAP (Generally Accepted Accounting Principles), summary financial statements, and financial audit guidelines. Addresses accounting reform and electronic auditing.

Prerequisite: PAD 740

Public Sector Financial Management

PAD 743

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Focuses on the executive-budget as the central decision-making process in government. Reviews the economic policy embodied in the federal government's overall revenue, expenditure and borrowing decisions. Examines the public finance principles that apply to revenue raising, borrowing authority, capital and operating budget, and the distinct fiscal responsibilities of city, state and federal governments.

Prerequisite: PAD 700 or permission of the program director

Capital and Operational Budgeting

PAD 744

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Reviews concepts, processes and techniques of budget planning, preparation, presentation, authorization, administration and control. Focuses on problems associated with the management of capital budgets.

Program Development and Evaluation

PAD 745

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Views the role of evaluation in program creation, implementation and impact. Develops criteria, benchmarks and measures to assess the accountability, efficiency and effectiveness of a program. Involves students in the design, administration and presentation of an evaluation study.

Prerequisites: PAD 700, and either PAD 715 or CRJ 715

Comparative Public Administration

PAD 746

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

This hybrid course explores the similarities and differences among the public administration systems in governments throughout the world. The focus will be the institutions for decision-making, delivering services, regulating behavior and managing the economy. Also included will be issues of transparency, accountability, participation, failed states, centralization/decentralization, performance management, inspection and oversight, and the political and cultural contexts of public administration. Particular attention will be paid to the reconstruction of government institutions in war-torn societies, the shift in functions and institutions to manage capitalist economies, and administrative reforms aligned with globalization.

Computer Applications in Public Policy and Management

PAD/CRJ 747

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Focuses on the role of quantitative tools in decision making and operations. Examines the impact of computers on organizations and employees. Surveys the concepts and techniques associated with computer-aided decision making and management. Presents cases in which students apply computer and quantitative skills to problem solving and policy making.

Project Management

PAD 748

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED SPRING SEMESTER)

Explores the management of major one-time tasks—a special event, emergency response and large scale investigation of study. Examines the special managerial tools and studies as well as the challenges that apply to managing one-time assignments, particularly where teams are involved.

Public Sector Accounting and Auditing II

PAD 749

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

A second course in forensic accounting and auditing, with emphasis on the audit of financial statements. Topics include methods and skills associated with auditing, including report writing, sampling and analytical tests and risk assessment. Special attention is given to methods of examination relating to prevention and detection of fraud.

Prerequisite: PAD 742

Security of Information and Technology

PAD/CRJ 750

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Surveys organizational responses to risk associated with the integrity of information and technology. Reviews the legal basis for privacy and security of information. Presents methods and procedures for the assessment of risk, and examines strategies for mitigation of risk involving operational procedure, software and hardware.

Investigative Techniques

PAD/CRJ 754

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Focuses on the discovery and documentation of corrupt practices in politics and administration. Provides an overview of the public em-

ployee's obligations and rights and of the laws and regulations governing criminal investigations. Illustrates themes with case studies of white-collar crimes and scandals involving public officials.

Writing for Management

CRJ/PAD 755

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Designed to develop the writing skills needed for public service and administration as well as for graduate-level seminars. Training and practice in management correspondence, proposals, directives, reports, abstracts and job applications.

Ethics, Integrity and Accountability (Formerly Ethics for Public Administrators)

PAD 758

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Explores the role of ethics in the public service. Identifies and analyzes ethical issues through the use of case studies and critical incidents. Examines codes of ethics and other policies designed to guarantee that public officials and employees faithfully discharge their duties and fulfill their fiduciary obligations to the public.

Court Administration

PAD 760

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Examines the management of judicial processes in the United States. Reviews the constitutional status of the judiciary, the operation of the judiciary within the criminal justice system and the role played by courts in civil disputes. Explores the strategic and logistical problems facing the court system and the existing mechanisms for addressing these problems. Considers the efficiency, effectiveness, and consequences of recent innovations in arraignment, calendaring and judicial assignments.

Prerequisite: PAD 700

2 GRADUATE COURSES OFFERED

Cases and Techniques in Quantitative Policy Analysis

PAD 770

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED FALL SEMESTER)

Applies economic models to public policy decisions. Reviews econometric modeling, cost-benefit analysis and input-output models.

Prerequisite: PAD 715

Capstone Seminar

PAD 771

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED EVERY SEMESTER)

Requires students to apply the knowledge and skills they have gained during their MPA graduate study to a semester-long project chosen by the student in consultation with the faculty member directing the seminar.

Prerequisites: PAD 715, and either PAD 739 or PAD 758

International Inspection and Oversight

PAD 772

30 HOURS PLUS CONFERENCES, 3 CREDITS. (OFFERED SPRING SEMESTER)

Surveys the role and function of inspection and oversight in international organizations and in the implementation of international agreements. Examines implementation in such settings of techniques of internal investigation, policy oversight and operational auditing.

Internship

PAD/CRJ 780-781

REQUIRES 300 INTERNSHIP HOURS PER SEMESTER AND WEEKLY SEMINAR SESSIONS. 3 CREDITS. (OFFERED EVERY SUMMER SEMESTER)

Students intern in a government agency or nonprofit organization and meet once a week in a seminar to integrate the student's internship experience with the assigned readings for classroom discus-

sion. While all students will benefit from gaining substantive work experience in their particular area of interest, pre-service students are especially encouraged to complete an internship. Placement is arranged by the instructor in consultation with the individual students.

SUMMER SESSIONS

Summer sessions provide a limited number of courses for students who wish to enroll. Although the sessions are condensed, summer courses are equivalent in content, credit and classroom time to the courses offered during the regular academic year. Students are generally limited to taking two courses per semester. Requests to take more than two courses must be submitted to the Dean of Graduate Studies. Students enrolled in summer sessions are eligible to take advantage of a variety of college services as well as John Jay's state-of-the-art cardiovascular fitness center and athletic facilities.

The Summer Schedule of classes is usually available online after the spring break. For additional information concerning summer sessions, contact the Office of Graduate Studies, [212.237.8423](tel:212.237.8423).