

MASTER OF PUBLIC ADMINISTRATION: INSPECTION AND OVERSIGHT

Director: Professor Warren Benton

The mission of the Master of Public Administration in Inspection and Oversight Program at John Jay College of Criminal Justice is to prepare students for public service careers in inspection and oversight organizations and to advance the study of Public Administration through scholarly and applied research and community service. The program seeks to inspire students to the highest ideals of citizenship and public service, reinforced by a commitment to accountability, transparency, and equity. The program offers students opportunities to acquire professional and political knowledge and skills, based on academic studies, public service experience and partnerships with faculty in scholarly endeavors.

Specializations are offered in the following fields:

- Forensic Accounting
- Organizational Assessment and Monitoring
- International Inspection and Oversight
- Investigation and Operational Inspection
- Law and Inspection and Oversight
- Justice Policy and Oversight (Honors Specialization)
- Independent and Contractual Inspection and Oversight

DEGREE REQUIREMENTS

Students enrolled in the MPA in Inspection and Oversight Program are required to complete 42 course credits. Students are also required to pass the qualifying examination (MPAQE), which is administered as a part of PAD 700. Complete information about the MPAQE is found at the John Jay College website <http://jjcweb.jjay.cuny.edu/mpa/advisingcenter.html>. Students are advised to complete PAD 700 and the two other core foundation courses, PAD702 and PAD 705, within the first 15 credits of matriculation. Failure to complete any of the requirements described in the paragraph above will result in a student not being permitted to register for future classes without the explicit permission of the program director.

Additional information. Students who enrolled for the first time at the College in September 2011 or thereafter must complete the program in the form presented in this bulletin. Students who enrolled prior to that date and have consistently maintained matriculation, may choose the form shown here or the version of the program (The Master of Public Administration Inspector-General Track) in place at their time of enrollment.

REQUIRED COURSES	SUBTOTAL: 21
Public Administration 700 Public Administration	
Public Administration 723 Assessments, Audits and Investigations in Human Resources	
Public Administration 706 Bureaupathology	
Public Administration 740 Public Sector Inspection and Oversight	
Public Administration 742 Public Sector Accounting and Auditing (Prerequisite: PAD 740)	
Public Administration 758 Ethics, Integrity and Accountability	
Public Administration 771 MPA Capstone Seminar	
<i>Note:</i> No course can be used to satisfy a foundation requirement and a specialization requirement. With permission of the Program Director, students may substitute PAD 523 Inspections Audits and Investigations for PAD 702 and, 706 Bureaupathology for PAD 705.	
RESEARCH METHODS AND QUANTITATIVE SKILLS	SUBTOTAL: 6
<i>Note:</i> Students must complete a course from each of the following categories:	
Research Methods	
Public Administration 715 Research Methods in Public Administration or Accounting 715 Analytical Methods and Information Management	
Quantitative Methods and Information Management	
Public Administration 713 Management of Information and Technology *	
Public Administration 745 Program Development and Evaluation	
Public Administration 747/Criminal Justice 747 Computer Applications in Public Policy and Management *	

DEGREE REQUIREMENTS

Public Administration 770 Cases and Techniques in Quantitative Policy Analysis *

Accounting 701 Analytical Methods in Inspection and Oversight

* There is no course prerequisite for PAD 747 or PAD 713. However, computer skills and experience are assumed for PAD 713. Students who need additional computer skills will be directed by the program director to other places in the College where they may be obtained. PAD 715 is a prerequisite for PAD 745 and PAD 770.

SPECIALIZATION AND ELECTIVE COURSES

SUBTOTAL: 15

A three-course specialization is required, along with two elective courses. Students should declare a specialization upon the completion of 12 credits. Except where otherwise noted, students must complete a specialization by completing three courses designated for the specialization including each course designated as required. PAD 780 (Internship), PAD 755 (Writing for Management) and a PAD 800-level course can also be used to complete any specialization, but may not substitute for a course required for the specialization.

Dual specializations are permissible if the student has fulfilled the requirements of both specializations.

Select one specialization:

FORENSIC ACCOUNTING

This specialization prepares students for careers in forensic accounting or financial investigation. It is intended for students who seek to complete the Advance Certificate in Forensic Accounting.

Accounting 715 Analytical Methods in Inspection and Oversight must be completed as the second Research Methods and Quantitative Methods course. Accounting 710 Advanced Financial Reporting must be substituted for PAD 742.

Required Courses: Select Three

Accounting 702 Strategic Cost Management

Accounting 703 Advanced Taxation

Accounting 705 Forensic Accounting and Auditing

Accounting 720 Advanced Auditing with Analytical Applications

Completing the Advance Certificate: Each student who is admitted to the Advanced Certificate Program will be provided an Official Program of Study, signed by the MPA in Inspection and Oversight Program Director, the Advanced Certificate in Forensic Accounting Director, and the Director of Graduate Admissions, specifying the student's program requirements, and specifying how the student's course of study satisfies the CPA 150 requirements.

ORGANIZATIONAL ASSESSMENT AND MONITORING

This specialization prepares students to assess, evaluate and monitor the performance of public and not-for-profit agencies. The specialization is particularly appropriate for students interested in professional careers in performance auditing and regulation. This specialization has two required courses.

Required Courses

Public Administration 714 Organizational Performance Assessment

Public Administration 745 Program Development and Evaluation

Electives

Public Administration 701 Fraud, Abuse, Waste and Corruption

Public Administration 726 The Politics and Process of Outsourcing

Public Administration 731 Oversight by Independent, Regulatory and Political Authorities

Public Administration 741 Administrative Law and Regulation

Public Administration 748 Project Management

Public Administration 749 Public Sector Accounting and Auditing II (Prerequisite: PAD 742)

Public Administration 770 Cases and Techniques in Quantitative Policy Analysis *

DEGREE REQUIREMENTS

INTERNATIONAL INSPECTION AND OVERSIGHT

This specialization examines how inspection and oversight are conducted in international and multinational contexts. This specialization has two required courses.

Required Courses

Public Administration 718 International Public Policy and Administration
Public Administration 772 International Inspection and Oversight

Electives

Criminal Justice 744 Terrorism and Politics
Criminal Justice 759 Comparative Police Administration
Criminal Justice 774 Immigration and Crime
Criminal Justice 779 The Female Offender in Western Society
Public Administration 746 Comparative Public Administration

INVESTIGATION AND OPERATIONAL INSPECTION

This specialization prepares students for responsibilities involving the investigation and inspection of individual and organizational conduct and performance in public agencies, with an emphasis on fraud, waste and abuse. The specialization has two required courses.

Required Courses

Criminal Justice 754/Public Administration 754 Investigative Techniques
Public Administration 701 Fraud, Abuse, Waste and Corruption

Electives

Criminal Justice 739 Crime Mapping
Criminal Justice 751 Crime Scene Investigation
Public Administration 706 Bureaupathology
Public Administration 710 The Ethical and Legal Environment of Public Employment
Public Administration 726 The Politics and Process of Outsourcing
Public Administration 745 Program Development and Evaluation
Public Administration 749 Public Sector Accounting and Auditing II (Prerequisite: PAD 742)

LAW AND INSPECTION AND OVERSIGHT

This specialization prepares students to apply management and policy concepts and skills in a legal environment.

Required Courses

Public Administration 741 Administrative Law

Electives

At least 6 credits of law courses completed at the CUNY Law School or other law schools.

Law Courses during MPA Studies: Students enrolled in the MPA Program in Public Policy and Administration may complete the Law and Public Management specialization by completing nine credits of courses approved by the MPA Program Director. The course will concern legal research, criminal and civil procedure, and/or public institutions and the law.

The CUNY Law School will permit John Jay MPA students – who meet academic qualifications noted below – to register for CUNY Law courses, from among those specified in a “advising list” available from the Specialization Advisor, Professor Dan Feldman (dfeldman@jjay.cuny.edu). To be permitted to take classes at CUNY Law School, an MPA student must have maintained a GPA of at least 3.5 and have completed PAD 741, Administrative Law, with a grade of A or A-.

DEGREE REQUIREMENTS

Law Courses from Law School: Students may also complete this specialization while attending law school after partially completing the MPA at John Jay. Students must apply to, and be accepted at, law school while enrolled in the MPA Program in Inspection and Oversight, and complete their specialization while attending law school. Subject to the approval of the program director, 12 credits of law courses concerning legal research, civil and criminal procedure, and other topics related to inspection and oversight, may be transferred for credit. Students must also pass the MPA Qualifying Examination and the Capstone Course and fulfill any other remaining requirements for the MPA degree. Students who have completed coursework in law school prior to enrollment in the MPA Program in Inspection and Oversight may apply to the program director to transfer up to 12 credits from law school toward this concentration. Courses in either version of this specialization may be taken at CUNY Law School at Queens College, The City University of New York, or at other law schools offering comparable courses.

JUSTICE POLICY ANALYSIS (HONORS SPECIALIZATION)

This specialization prepares students as policy analysis in justice and inspection/oversight contexts. Admission is limited to students with a GPA of 3.5 or above, a grade of 3.5 or above in PAD 715, and GREV and GREQ scores comparable to those required by the CUNY Doctoral Program in Criminal Justice. Courses are completed in the Policy, Oversight and Administration (CRJPOA) Track of the CUNY Doctoral Program in Criminal Justice, or in cross-listed John Jay College graduate course sections. Students already admitted to the CRJPOA track who seek the MPA degree may satisfy their MPA specialization with doctoral-level versions of these courses. Student who complete these courses and who are subsequently admitted to the CRJPOA track may satisfy CRJPOA course requirements with these courses.

Required Courses

CRJU 88100 Criminology and Public Policy

CRJU 84100 Advanced Policy Analysis

ACC 715 Analytical Methods in Inspection and Oversight

INDEPENDENT AND CONTRACTUAL INSPECTION AND OVERSIGHT

This specialization examines inspection and oversight by private and non-governmental organizations, usually acting as agents of public officials, agencies or authorities, focusing on governmentally or judicially authorized contracts, regulations or settlements. Examples include independent private sector inspections general (IPSIGs), and court-appointed or contractually-mandated monitors.

Required Courses

Public Administration 731 Modalities of Oversight and Monitoring

Electives

Criminal Justice 754 Public Administration 754 Investigative Techniques

Public Administration 701 Fraud, Abuse, Waste and Corruption

Public Administration 706 Bureaupathology

Public Administration 726 The Politics and Process of Outsourcing

Public Administration 745 Program Development and Evaluation

Public Administration 749 Public Sector Accounting and Auditing II

TOTAL CREDITS: 42

Course Descriptions

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.

Prerequisite(s): None

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.

Prerequisite(s): None

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.

Prerequisite(s): None

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(s): PAD 702.

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(s): 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(s): STA 250 or a similar undergraduate course.

Substitution: CRJ 715 with 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.

Prerequisite(s): None

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.

Prerequisite(s): None

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

Prerequisite(s): None

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 over- sight functions of these agencies, particularly within their political contexts.

Prerequisite(s): None

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.

Prerequisite(s): None

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 administrations, 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(s): 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(s): PAD 740.

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.

Prerequisite(s): 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.

Prerequisite(s): None

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.

Prerequisite(s): None

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.

Prerequisite(s): None

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(s): PAD 742.

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 employee'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.

Prerequisite(s): None

**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.

Prerequisite(s): None

**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(s): 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.

Prerequisite(s): 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.

Prerequisite(s): None

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(s): 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.

Prerequisite(s): None

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

Prerequisite(s): PAD 742 or ACC 710.

**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.

Prerequisite(s): None

MASTER OF PUBLIC ADMINISTRATION: PUBLIC POLICY AND ADMINISTRATION

Program Director: Professor Marilyn Rubin

The mission of the Master of Public Administration Program in Public Policy and Administration at John Jay College of Criminal Justice is to prepare students for careers in public agencies and independent organizations and to advance the study of Public Policy and Administration through scholarly and applied research and community service. The program seeks to inspire students to the highest ideals of citizenship and public service and provide them with the opportunities to acquire professional and political knowledge and skills based on academic instruction and study, public service experience and partnerships with faculty in scholarly endeavors.

Specializations in the program are offered in the following fields:

- Court Administration
- Criminal Justice Policy and Administration
- Emergency Management
- Human Resources Management
- Law and Public Management
- Management and Operations
- Urban Affairs

DEGREE REQUIREMENTS

Students enrolled in the Master of Public Administration Program in Public Policy and Administration are required to complete 42 course credits. Students are also required to pass the MPA qualifying examination (MPAQE), which is administered as a part of PAD 700. Complete information about the MPAQE is found at the John Jay College website <http://www.jjay.cuny.edu/academics/4573.php>.

Students are advised to complete PAD 700 and the two other core foundation courses, PAD 702 and PAD 705, within the first 15 credits of matriculation. Failure to complete program requirements or admission conditions on a timely basis may result in a student not being permitted to register for future classes without the explicit permission of the program director.

Additional information. Students, who enroll for the first time at the College in September 2011 or thereafter, must complete the program in the form presented here. Students who enrolled prior to that date and have consistently maintained matriculation, may choose the form shown here or the version of the program in place at their time of enrollment.

REQUIRED COURSES	SUBTOTAL: 21
Public Administration 700 Public Administration	
Public Administration 702 Human Resources Management	
Public Administration 704 Economics for Public Administrators	
Public Administration 705 Organization Theory and Management	
Public Administration 739 Policy Analysis	
Public Administration 743 Public Sector Financial Management	
Public Administration 771 MPA Capstone Seminar	
Students who have completed three courses in economics with a grade of B or better at the undergraduate or graduate level may request a waiver of PAD 704 from the program director. A course cannot be used to satisfy both a core course requirement and a specialization requirement.	

RESEARCH METHODS AND QUANTITATIVE SKILLS	SUBTOTAL: 6
The student must complete a course from each of the following two categories:	
RESEARCH METHODS	
Public Administration 715 Research Methods in Public Administration	
QUANTITATIVE METHODS AND INFORMATION MANAGEMENT	
Select one of the following courses:	
Public Administration 713 Management of Information and Technology †	
Public Administration 745 Program Development and Evaluation	

DEGREE REQUIREMENTS

Public Administration/Criminal Justice 747 Computer Applications in Public Policy and Management †

Public Administration 770 Cases and Techniques in Quantitative Policy Analysis †

† There is no prerequisite for PAD 747 or PAD 713. However, computer skills and experience are assumed for both these courses. Students who need additional computer skills will be directed by the program director to other places in the College where skills may be obtained. PAD 715 is a prerequisite for PAD 745 and PAD 770. Students with 12 undergraduate credits in computer courses may request a waiver of the Quantitative Methods and Information Management requirement. A student may not use a course completed to fulfill this section to satisfy requirements in specialization and elective courses.

SPECIALIZATION AND ELECTIVE COURSES**SUBTOTAL: 15**

A three-course specialization is required, along with two elective courses. Students should declare a specialization upon the completion of 12 credits. Except where otherwise noted, students must complete a specialization by completing three courses designated for the specialization including each course designated as required. PAD 780 (Internship), PAD 755 (Writing for Management), and a PAD 800-level course can also be used to complete any specialization, but may not substitute for a course required for the specialization.

Dual specializations are permissible if the student has fulfilled the requirements of both specializations.

COURT ADMINISTRATION

This specialization prepares students for responsibilities involving policy making and administration in the courts. Additional materials on the specialization are available from the specialization coordinator.

Required Course

Public Administration 760 Court Administration

Electives

Criminal Justice 735 Prosecuting Crime

Public Administration 710 The Ethical and Legal Environment of Public Employment

Public Administration 713 Management Systems and Techniques in the Public Sector

Public Administration 726 The Politics and Process of Outsourcing

Public Administration 741 Administrative Law and Regulation

Public Administration 745 Program Development and Evaluation

Public Administration 758 Ethics, Integrity and Accountability

Public Administration 761 Contemporary Issues in Court Administration

Students may also fulfill requirements for this specialization with 6 credits of law courses in civil and criminal procedures.

CRIMINAL JUSTICE POLICY AND ADMINISTRATION

This specialization prepares students for responsibilities involving policy making and administration in criminal justice agencies. Additional materials on the specialization are available from the specialization coordinator.

Required Courses

Criminal Justice 730/Public Administration 730 Policy Analysis in Criminal Justice (Prerequisite: PAD 715 or CRJ 715)

Public Administration 719 Delivery Systems in Justice and Urban- Services Systems

Electives

Criminal Justice 704 Probation and Parole: Theory and Practice

Criminal Justice 728 Problems in Contemporary Corrections

Criminal Justice 736 Seminar in Civil Rights and Civil Liberties

Criminal Justice 741 An Economic Analysis of Crime

Criminal Justice 750/Public Administration 750 Security of Information and Technology

Criminal Justice 756 Problems in Police Administration

Criminal Justice 757 The Police and the Community

Criminal Justice 761 Youth Crime and Delinquency Control

Protection Management 711 Introduction to Emergency Management

Protection Management 781 Risk Analysis and Loss Prevention

DEGREE REQUIREMENTS

Public Administration 726 The Politics and Process of Outsourcing

Public Administration 745 Program Development and Evaluation

Public Administration 758 Ethics, Integrity and Accountability

Public Administration 760 Court Administration

Public Administration 770 Cases and Techniques in Quantitative Policy Analysis

Two additional courses are to be selected from the above list or from any of the specialization courses in the MPA in Public Policy and Administration Program, the MPA in Inspection and Oversight Program, or from any of the courses listed under specializations in the Master of Arts in Criminal Justice Program.

EMERGENCY MANAGEMENT

This specialization prepares students for careers in emergency management. The concentration is designed to emphasize technology and business continuity planning, building design issues and terrorism. The concentration has three required courses.

Required Courses

Protection Management 711 Introduction to Emergency Management

Protection Management 760 Emergency Management: Mitigation and Recovery

Protection Management 763 Emergency Management: Preparedness and Response

Electives

Protection Management 703 Analysis of Building and Fire Codes

Protection Management 712 Fire Detection and Protection Systems

Protection Management 751 Contemporary Fire Protection Issues

Protection Management 761 Technology in Emergency Management

Protection Management 762 Business Continuity Planning

Protection Management 781 Risk Analysis and Loss Prevention

Public Administration 726 The Politics and Process of Outsourcing

Public Administration 748 Project Management

Public Administration 758 Ethics, Integrity and Accountability

LAW AND PUBLIC MANAGEMENT

Students enrolled in the MPA program in Public Policy and Administration may complete the Law and Public Management specialization by completing three courses at the CUNY Law School. Students should contact the specialization advisor for guidance and assistance.

Students may also complete this specialization while attending law school. Students must apply to, and be accepted at, law school while enrolled in the MPA Program in Public Policy and Administration, and complete their specialization while attending law school. Subject to the approval of the program director, 9 credits of law courses concerning legal research, civil and criminal procedure, and public institutions and the law, may be transferred for credit. Students must also pass the MPA Qualifying Examination and the Capstone Course and fulfill remaining requirements for the MPA degree. Students who have completed coursework in law school prior to enrollment in the MPA Program in Public Policy and Administration may apply to the program director to transfer up to 12 credits from law school toward this concentration.

Courses in this specialization may be taken at CUNY Law School at Queens College, The City University of New York, or at other law schools offering comparable courses.

HUMAN RESOURCES MANAGEMENT

This specialization prepares students to assume supervisory and administrative responsibilities involving personnel management. The specialization has two required courses.

Required Courses

Public Administration 703 Techniques and Tools of Human Resources Administration

Public Administration 707 Managing People: A Human Resources Perspective

Electives

Public Administration 708 Human Resources and Labor in the Public Sector

Public Administration 710 The Ethical and Legal Environment of Public Employment

Public Administration 723 Assessments, Audits and Investigations in Human Resources

DEGREE REQUIREMENTS

Public Administration 726 The Politics and Process of Outsourcing

MANAGEMENT AND OPERATIONS

This concentration prepares students to assume supervisory and managerial responsibilities in operational services. Additional materials for this specialization are available from the specialization coordinator.

Required Courses

Public Administration 712 Management Systems and Techniques in the Public Sector

Public Administration 714 Organizational Performance Assessment

Electives

Public Administration 713 Management of Information and Technology

Public Administration 716 Cases in Productive Public Management

Public Administration 718 International Public Policy and Administration

Public Administration 719 Delivery Systems in Justice and Urban Services

Public Administration 726 The Politics and Process of Outsourcing

Public Administration 745 Program Development and Evaluation

Public Administration 746 Comparative Public Administration

Public Administration 748 Project Management

Public Administration 758 Ethics, Integrity and Accountability

Public Administration 770 Cases and Techniques in Quantitative Policy Analysis

URBAN AFFAIRS

The three courses in this specialization are taken at the Department of Urban Affairs and Planning at Hunter College, City University of New York. Courses should be selected in consultation with the specialization advisor. The Urban Affairs courses at Hunter College cover topics such as urban development, social and economic analysis and problem solving in urban and community settings.

TOTAL CREDITS: 42

Course Descriptions

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.

Prerequisite(s): None

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.

Prerequisite(s): None

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(s): 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.

Prerequisite(s): None

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.

Prerequisite(s): None

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(s): 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(s): PAD 702.

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(s): 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(s): 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(s): 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(s): 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.

Prerequisite(s): None

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 stake-holder issues to be considered by public managers when delivering public services through inter-governmental agreements and public-private partnerships.

Prerequisite(s): None

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.

Prerequisite(s): None

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

Prerequisite(s): None

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(s): CRJ 715 or PAD 715.

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.

Prerequisite(s): None

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 administrations, 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(s): PAD 700 or permission of the program director.

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(s): PAD 700 or permission of the program director.

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.

Prerequisite(s): 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.

Prerequisite(s): None

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.

Prerequisite(s): None

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.

Prerequisite(s): None

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

Prerequisite(s): None

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(s): PAD 700.

CONTEMPORARY ISSUES IN COURT ADMINISTRATION**PAD 761**

30 HOURS PLUS CONFERENCES, 3 CREDITS

OFFERED EVERY SEMESTER

Explores court administration as a field of scholarly inquiry. Examines the historical, theoretical, and practical implications of current and emerging economic, cultural, managerial, and organizational issues in the field. Applies policy analysis and problem solving skills in the assessment of issues.

Prerequisite(s): None

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(s): 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.

Prerequisite(s): PAD 715, and either PAD 739 or PAD 758.