

# **NASPAA Self-Study Report**

## **Volume II**



## **MASTER OF PUBLIC ADMINISTRATION**

Graduate Center for Public Policy and Administration  
College of Health and Human Services

California State University, Long Beach  
1250 Bellflower Blvd.  
ETec 235  
Long Beach, CA 90840-4602

**September 1, 2001**

# VOLUME II

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# I. **Graduate Center for Public Policy and Administration Faculty**

## A. **Faculty Nucleus**

W. Frank Baber  
Daniel M. Barber  
Stephen K. Blumberg  
Martha J. Dede  
William S. Moore  
John W. Ostrowski  
David C. Powell  
Michelle A. Saint-Germain

### **Other Full-Time Faculty**

Edward J. Martin

## B. **Faculty Data Sheets**

W. Frank Baber  
Daniel M. Barber  
Stephen K. Blumberg  
Martha J. Dede  
William S. Moore  
John W. Ostrowski  
David C. Powell  
Michelle A. Saint-Germain

### **Other Full-Time Faculty**

Edward J. Martin

## 1. Personal

Name: **Walter F. Baber**  
Rank: Assistant Professor  
Appointment: Fall, 2001

## 2. Academic Degrees

- J.D.** University of San Diego, awarded May, 1991, Admitted to Practice in California, November, 1992
- Ph.D.** University of North Carolina at Chapel Hill, in Political Science awarded May, 1981
- M.A.** University of North Carolina at Chapel Hill, in Political Science awarded January, 1977
- B.A.** California State University, Long Beach, In Philosophy and Political Science, May 1975

## 3. Primary Teaching Area

2001-present - MPA Program California State University, Long Beach  
1993-2001 - School of Law, University of San Diego  
1985-1988 - MPA program UN Nevada, Reno  
1979-1988 - MPA program, Texas Tech University  
1979-1982 - Political Science Department, Illinois State University

Foundations of Public Administration  
Public Policy Issue Analysis  
Organization Theory  
Public Personnel Administration, Administrative Law  
Environmental Policy  
Public Sector Labor Relations  
Public Policy And Administration  
Environmental Policy, Public Policy Development  
Graduate Seminar in Public Policy  
Introduction to Public Administration  
Administrative Theory  
Public Personnel  
Public Sector Employer/Employee Relations  
Introduction to American Government Presidency  
Urban Politics  
Politics and Parties  
Administrative Law  
Environmental Justice

## Law and Public Policy

### 4. Publications

"Deliberative Environmental Democracy: From Public Sphere to Biosphere." Journal of Law and Public Policy (forthcoming). Co-authored with Robert V. Bartlett.

"From Rationality to Reasonableness in Environmental Administration: Moving Beyond Proverbs," Journal of Management History, Vol. 5 #1 (1999). Co-authored with Robert V. Bartlett.

"Matrix Organization and Environmental Impact Analysis." Social Science Journal, 27 (1990). Co-authored with Robert V. Bartlett and Chris Dennis.

"Bureaucracy or Analysis: Implications for Public Administration." In Policy Through Impact Assessment: Institutionalized Analysis as a Policy Strategy. Westport, CT: Greenwood Press, 1989. Co-authored with Robert V. Bartlett.

"The Arts of the Natural: Comments on Herbert Simon and Artificial Intelligence." Public Administration Quarterly 12/3 (1988).

"Matrix Organization Theory and Environmental Impact Analysis: A Fertile Union?" Natural Resources Journal 27/3 (1987). Co-authored with Robert V. Bartlett.

"Privatization and the Politics of the PPSSCC." In Prospects for Privatization. New York, NY: Academy of Political Science, 1987.

Organizing the Future: Matrix Models for the Post-Industrial Polity. University, AL: University of Alabama Press, 1983.

### 5. Research

Title IX, Department of Education, Public Service Fellowships 1984-1985, \$16,800

Community Development Work Study Program, Department of Housing and Urban Development, 1984-1986, \$48,000

Faculty Development Grant, Texas Tech University, 1984, \$4,000

### 6. Practitioner Experience

Directed continuing program at University of San Diego Law School, Legal Education (CLE). Prepared opportunity analysis for continuing legal education,

drafted program operating procedures, organized CLE office and programs, prepared and administered CLE department budget, recruited and supervised program instructors. 1992-1996

United States District Court for the Southern District of California, Judicial Intern, 1990-1991: Performed legal research, wrote memoranda, and prepared orders in the Chambers of the Honorable John S. Rhoades.

Directed M.P.A. Program at Nevada, Reno 1985-1988 and Texas Tech University 1982-1985.

Conducted curriculum review and reorganization, organized and supervised internship program, prepared grant proposals, supervised grant administration, prepared program budget, conducted accreditation self-study.

## **7. Involvement in Academic/Professional Associations**

"Deliberative Environmental Democracy: From Public Sphere to Biosphere." Paper presented at the annual meeting of the Western Social Science Association. San Diego, CA: 2000. Co-authored with Robert V. Bartlett.

"Deliberative Administration in the New Millennium? Reconciling Environmental Imperatives and Democracy." Paper presented at the annual meeting of the American Society for Public Administration. Seattle, WA: 1998. Co-authored with Robert V. Bartlett.

"Expertise and the Policy Process: Elitism, Pluralism, and Contextualism." Paper presented at the annual meeting of the Western Political Science Association. Newport Beach, CA: 1990. Co-authored with Robert V. Bartlett.

"Public Training for Private Management Careers: MPA Degree Holders in Nonprofit Organizations." Paper presented at the annual meeting of the American Political Science Association. Washington, DC: 1988. Co-authored with Drucker, Ershkowitz and Bartlett.

"Bureaucracy, Democracy, or Analysis: Implications of Environmental Impact Assessment for Public Administration." Paper presented at the annual meeting of the Western Political Science Association. San Francisco, CA: 1988.

"New Careers for MPAs in the Independent Sector." Paper presented at the annual meeting of the American Society for Public Administration. Portland, OR: 1988. Co-authored with Drucker, Ershkowitz, and Bartlett.

*Panels and Symposia*

"Ecology and Democracy." Chaired at the annual meeting of the Western Social Science Association. San Diego, CA: 2000

*Memberships*

Western Social Science Association  
Western Political Science Association  
California Bar Association

**8. Public Service Activities**

Faculty Advisor, Model United Nations at the University of San Diego  
Member of the Board of Directors, San Diego Civic Youth Orchestra  
Vice Chair and Board Member, Bernardo Heights Middle School  
Foundation  
Model United Nations of the Far West - Board of Directors/Corporate  
Counsel  
Boy Scouts of America - Scoutmaster, Troop 688

**9. Consulting Activities**

San Diego County Bar Association, 1995- Reorganized and directed on an interim basis the continuing legal education program and lawyer referral service.

Program Budgeting Workshop, 1985-Training session conducted for the city employees of Pampa, Texas.

## 1. Personal

Name: **Daniel M. Barber**  
Rank: Professor  
Appointment: Fall 1975

## 2. Academic Degrees

Ed.D. Florida Atlantic University, 1974, Education  
Dissertation, "Citizen Participation: Strategies and Tactics"  
**M.A.** University of Miami, 1971, Regional Studies  
**B.A.**, University of Miami, 1968, Journalism

## 3. Primary Teaching Area

PPA 697 Directed Research in Public Policy and Administration  
PPA 696 Research Methods in Public Administration  
PPA 660 Organizational Theory and Behavior  
PPA 650 Contemporary Issues in Public Administration  
PPA 590 Public Information in Public Sector  
PPA 585 Internship Seminar  
PPA 571 Government Community Relations  
PPA 540 Grants Administration and Management  
PPA 535 Intergovernmental Relations  
PPA 530 Manpower Planning for Public Sector Organizations  
PPA 525 Human Services Administration

## 4. Publications

Barber, Daniel M. "Grant Writing: The ABCs of Finding Funding?" SBO Magazine, Spring 1999.

Barber, Daniel M. "Community Organizations Can Benefit from Continued Revitalization", Summer 1997, Long Beach Business Journal.

Barber, Daniel M., "Finding Funding: The Comprehensive Guide to Grant Writing", Bond Street Publishing, Woodstock, VT, 1994.

Barber, Daniel M. "The Newly Promoted City Manager", Public Administration Review, May 1988. Volume 48, No. 3.

Barber, Daniel M. "The New Revenue Crisis in Human Services: California's Proposition 62", New England Journal of Human Services, February 1987, Volume

VI, Number 4.

**5. Research**

METRANS University Transportation Research Center, "Goods Movement in California", \$75,000, 1 Project Director and Principal Investigator with Lisa Grobar

Long Beach Airport, "Customer Service Survey", \$4,500. 1991. Project Director and Principal Investigator with Peter Griffin.

City of Seal Beach, CA. "City Manager Search, Recruitment and Selection", \$3,000, 1991. Principal Consultant.

California Department of Health Services. "Hazardous Waste Minimization Program for the California State University", \$25,000, 1989-91.

**6. Practitioner Experience**

Executive Committee, Center for International Trade and Transportation  
Executive Committee, CSULB/USC Metrans University Transportation Research Center

Executive Committee, CSULB Research and Training Center

**7. Involvement in Academic/Professional Associations**

National Association of Schools of Public Affairs and Administration  
Center for International Trade and Transportation  
CSULB/USC Metrans University Transportation Research Center  
American Society for Public Administration  
American Institute of Planners (in-active)  
Phi Delta Kappa  
Pi Alpha Alpha, Honor Society in Public Administration, National Council

**8. Public Service Activities**

Executive Committee, Center for International Trade and Transportation  
Executive Committee, CSULB/USC Metrans University Transportation Research Center  
Executive Committee, CSULB Research and Training Center  
Who's Who in California (1986 Edition)  
Who's Who in the West (1980 Edition)

9. **Consulting Activities**  
None

## 1. Personal

Name: Stephen K. Blumberg  
Rank: Professor  
Appointment: 1975

## 2. Academic Degrees

**Ph.D.** University of Southern California, Urban Studies, 1975  
**M.P.A.** University of Southern California, Public Administration, 1972  
**M.A.** Roosevelt University, Chicago, Illinois, Urban Studies, 1970  
**B.A.** -Speech and English, Ohio State University, 1958

## 3. Primary Teaching Areas

Graduate Center for Public Policy and Administration, California State University,  
Long Beach, Instructor 1975 to 2000  
Organization Theory and Behavior  
Contemporary Issues in Public Administration  
Administrative Leadership Style  
Urban Politics and Local Government  
Ethics of Public Administration  
Humanistic Guidelines for Effective Executives  
The Urban Crisis  
Housing Problems

## 4. Publications

"Humanistic Guidelines for Public Administration Professionals." Public Voices,  
Vol. II, No. 1 (1996), 69-81.

"What California's Cities Spend on Law Enforcement." Vanguard, Vol. 28, No.11  
(November 1989), 6.

"Law Enforcement Support: California Cities' Expenditure for Police Services."  
Western City, LXV (June 1989), 31-32.

### *Papers*

"The Adverse Consequences of Asbestos Use by Native American Indian  
Silversmiths." Paper accepted for presentation at the Western Social Science  
Association annual conference, April 1989.

"The Human Element in Developing a Management Style." Presentation to the

League of California Cities' Second Annual Fire Chiefs' Seminar, November 1988.

"EVPOSDCORB: Humanistic Guidelines for Public Servants." Presentation to the Municipal Management Assistants of Southern California's Local Government Career Conference, October 1988.

**5. Research**

None

**6. Practitioner Experience**

City of Manhattan Beach, Manhattan Beach, California - Mayor and Member of City Council; elected in 1974; re-elected in 1978; served as Mayor 1976-77 and 1980-81.

Leadership Council for Metropolitan Open Communities, Chicago, IL - Director of Community Relations; first staff person employed by this agency which was established as a result of Dr. Martin Luther King's marches in Chicago in the summer of 1966; worked with cities throughout northern Illinois in attempting to eliminate racial discrimination in housing.

Blumberg & Company Real Estate, Waukegan, Illinois - Managing Partner, Certified Property Manager (C.P.M.) and licensed real estate broker; primary management and leasing responsibility for 36 buildings.

**7. Involvement in Academic/Professional Associations**

Appointed to a three-year term as a member of the Board of Editors of the Public Administration Review. Published by the American Society for Public Administration, this journal is considered to be the leading journal in the field of public administration. 1985

Member of the American Society for Public Administration's Planning and Evaluation Committee. 1982

Service as one of three members of a site visit team as part of the Peer Review Process for the National Association of Schools of Public Affairs and Administration; reviewed and evaluated the M.P.A. program at a major mid-western university. 1970

**8. Public Service Activities**

President of the Board of Directors of the North Lake County Family Service

Agency.

Financial Auditor of the South Bay Council of PTAs, the Manhattan Beach Coordinating Council, and the Center School PTA.

**9. Consulting Activities**

None

## 1. Personal

Name: **Martha J. Dede**  
Rank: Assistant Professor  
Appointed: Fall, 1997 (Lecturer)  
Appointed: Fall, 1999 (Tenure-track)

## 2. Academic Degrees

Ph.D. Virginia Polytechnic and State University; May, 1996; Public Administration;  
Dissertation: "Candles of the Nation": Community-Based Nonprofit Human  
Service Institutions in the Process of Public Governance".  
**MPA** San Francisco State University; May, 1991; Public Administration  
**B.S.** University of San Francisco; May, 1987; Organizational Behavior

## 3. Primary Teaching Areas

Organization Theory and Behavior  
Since Fall, 1998; California State University, Long Beach  
Spring, 1991; Virginia Polytechnic Institute and State University

Nonprofit Management  
Since Spring, 1999; California State University, Long Beach  
Spring, 1991; Virginia Polytechnic Institute and State University

Public Human Resources Management  
Since Spring, 1999; California State University, Long Beach

## 4. Publications

Michelle A. Saint-Germain, John Ostrowski, and Martha J. Dede. 2000.  
Oracles in the Ether: Using an E-mail Delphi to Revise an MPA Curriculum. Journal  
of Public Affairs Education, 6:3, 161-172.

John C. Beach, Elaine D. Carter, Martha J. Dede, Charles T. Goodsell, Rose-May  
M. Guignard, William M. Haraway, Monisha Kumar, Betty N. Morgan, Virginia K.  
Sweet. 1997. Administration and Society, 28:4, 511-530.

The Case for Integrating Nonprofit Organizations and Their Management into the  
MPA Curriculum. 1995. SPAЕ FORUM, 5:3, 5-8.

## 5. Research

Spring, 2000 - "Extending the Pilot Project: The Student Learning Portfolio as Learning Outcomes Assessment Mechanism" (Implementation Grant Award, CSULB Assessment Committee -- \$7,500.00)

Expanded upon pilot project conducted during the 1998-1999 AY, and used to support full-time Center faculty to: a) research and determine "best practices" for production and assessment of student learning portfolios in other MPA programs nationwide; b) train part-time Instructor corps in portfolio assessment methods; and c) integrate the Learning Portfolio program into the entire core curriculum. Final report to Campus Assessment Committee due June, 2001.

## **6. Practitioner Experience**

1984 - 1987

Nonprofit Management Consultant  
San Francisco, California

Provided management assistance to nonprofit organizations in Board development (training in roles, functions and responsibilities of Board members); Fund development and marketing (training of both Board and staff members in the various aspects of fund raising, and marketing in support of fund raising); foundation and government grant prospect research and grant writing.

1982 - 1984

Associate Director  
Family Service Agency of San Francisco

Staff officer responsible for fund development and marketing, with primary responsibility for training of and providing professional direction and support to the Board of Directors in those efforts; extensive grant prospect research and grant writing. This was a planned career change from business to nonprofit management.

1973 - 1982

Advertising Manager  
Wresco, Inc.

Cooperative advertising management and control. As a distributor, Wresco was the "middle man" in distribution of national brand consumer products. My responsibilities concerned management of over \$1 million annually in cooperative advertising funds paid by manufacturers to retailers, and administered through Wresco in support of retail marketing efforts. Primary liaison between Wresco's 40 manufacturer sources and its 1,200 retail customers.

1967 - 1973

Assistant National Sales Manager  
Gillette Company, Personal Care Division (Formerly Toni)

Division liaison for its 400 customers, nationally, 100-member field sales force and corporate management. Managed sales administration and customer service. Division grew from zero to \$70 million in annual sales during my tenure. Three promotions in six years.

## **7. Involvement in Academic/Professional Associations**

Member: American Society for Public Administration (ASPA); Public Administration Theory Network (PATNET); Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA); National Committee for Responsive Philanthropy (NCRP); Phi Alpha Alpha.

Program Experience:

"Research Institutes in the CSU" and "Culminating Experiences in the MPA".

Panel presentations.

California State University Master of Public Administration Program meeting. Los Angeles, CA; April 26-27, 2001.

"C.A.I.O.S. in Social Service Land: A Case Study." Panel presentation. First Biannual Small Nonprofit Conference on Leadership and Administration Issues; Shreveport, LA; April 5-6, 2001.

"Building a Public Personnel System for the City of Freedomia: A New Approach to Teaching Public Human Resources Management in an MPA Program." Panel presentation. Twenty-Fourth Annual Conference on Teaching Public Administration; Tempe, AZ; February 4-5, 2001. (Also panel Chair)

"The Learning Portfolio as Learning Outcomes Assessment Tool in the MPA Program: A Preliminary Report." Panel presentation. Twenty-Third Conference on Teaching Public Administration; Fort Lauderdale, FL; January 29-31, 2000. (Also, panel Chair and Convener)

"The Concept of 'Mediating Structures': A Reexamination." Panel presentation. 27<sup>th</sup> Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action; Seattle, Washington; November 3-5, 1998.

## **8. Public Service Activities**

June, 2001 - Long Beach BLAST (Better Learning After School Today). Working with organization to integrate Service Learning component in proposed concentration in nonprofit management curriculum.

December, 1999 - Appointed by Long Beach Police Chief to the Long Beach Police Department Academic Advisory Committee to the Long Beach Chief of Police.

May, 1999 - Emerging Scholars Awards Committee, Association for Research on Nonprofit Organizations and Voluntary Action.

November, 1998 - Elected to American Society of Public Administration Los Angeles Metropolitan Chapter, Executive Leadership Council.

**9. Consulting Activities**

None

## 1. Personal

Name: **William S. Moore**  
Rank and Title: Assistant Professor  
Date of Appointment: Tenure Track Fall 2001  
Appointment: Lecturer Fall 1998

## 2. Academic Degrees

Ph.D, May, Syracuse University, The Maxwell School of Citizenship and Public Affairs, May 2001. Fields: Social Science, State and local public finance, urban policy, and quantitative research methods. Dissertation: "The Economic Impact of Enterprise Zone Programs on Local Labor Markets"  
**MA**, Syracuse University. The Maxwell School of Citizenship and Public Affairs, May, 1996, Economics, Public Finance  
**MPA**, The Graduate School of Public and International Affairs at the University of Pittsburgh. May, 1983, Local Government Management  
**BA**, Washington & Jefferson College. May, 1980, Political Science.

## 3. Primary Teaching Areas

Microeconomics  
Budgeting  
Public Financial Management  
Research Methods  
Urban Economic Development.

## 4. Publications

None

## 5. Research

Dissertation research (see above).  
Continuing study of effectiveness of California Enterprise Zone Program.  
Continuing development of general equilibrium economic model and simulation of effects of fiscal incentives in enterprise zones.

## 6. Practitioner Experience

August 1987 to December 1990, Assistant to the Township Manager; January 1991 to August 1992 - Assistant Township Manager, Township of Randolph, New Jersey (pop. 20,000, 125 full-time Employees and \$14 million 1992)

Budget)

Served as Acting Manager during all absences of the Township Manager including extended absences while Township Manager served as President of the International City/County Management Association and during an extended absence for the International Manager Exchange Program.

Assisted the Township Manager with the planning, organization, direction, and control of all departments.

Acted as primary staff officer to the Township Manager and liaison with the Department Heads.

Prepared Program Budget and Capital Improvements Program.

Disseminated public information through Township Newsletters, Annual Report, and news releases.

Resolved citizen complaints.

Administered county-wide cooperative purchasing program.

Coordinated inter-departmental projects and activities, and other special projects.

Prepared various financial analyses and research reports.

Assisted in labor negotiations.

August 1983 to August 1987 - City Administrator, City of Mt. Morris, Michigan (pop. 3,300, 25 full-time Employees and \$2 Million 1987 Budget)

Planned, organized, directed and controlled all departments;

Enforced all ordinances;

Served as Chief Fiscal Officer requiring preparation, recommendation and execution of the Annual Budget;

Recommended to City Council measures deemed necessary.

June 1981 to December 1981 - Assistant Project Manager, Beaver County Housing Authority, Pennsylvania.

Administered and supervised operations for public housing projects of the Housing Authority.

## **7. Involvement in Academic/Professional Associations**

American Economic Association

American Real Estate and Urban Economics Association

American Society for Public Administration

Association for Public Policy Analysis and Management

Government Finance Officers Association

International City/County Management Association

National Tax Association

Urban Affairs Association  
Western Economics Association International

**8. Public Service Activities**

Served on College of Health and Human Services Faculty Council  
University Faculty Merit Increase Appeals Committee  
Pi Alpha Alpha Chapter Advisor  
Department Graduate Advisor.

**9. Consulting Activities**

Assisted with the economic and revenue forecast for the City of Santa Monica, CA,  
Fall 1999.

## 1. Personal

Name: **John W. Ostrowski**  
Rank: Professor  
Appointed: Fall, 1988 (Tenure Track)  
Appointed: Fall, 1990 (Tenure)

## 2. Academic Degrees

**Ph.D.**, Kent State University, 1980. Major: Public Policy.  
Dissertation: Effective Communities: A Presentation of Alternate Perspectives.  
**M.A.**, Kent State University, 1977. Major: Political Science  
**B.A.**, Summa Cum Laude, Youngstown State University, 1974. Major: Political Science

## 3. Primary Teaching Areas

Graduate Center for Public Policy and Administration, California State University,  
Long Beach, Instructor 1988 to Present  
Research Methods  
Computer Systems Management/Applications Development  
Public Policy Analysis  
Public Administration

## 4. Publications

World-Wide Web site: <http://www.csulb.edu/~jostrow/>

"Oracles in the Ether: Using an E-mail Delphi to Revise an MPA Curriculum," with Michelle Saint-Germain and Martha Dede. Journal of Public Affairs Education. Vol. 6, No. 3, July, 2000.

"Local Government Internet Provision: A Survey of Potential Demand" with Timothy Dupuis and David Webb, Public Administration and Management: An Interactive Journal, 1998. Vol. 3 Number 4

"Designing Agility Courses with Your Computer," Clean Run Magazine, Vol. 3, No. 3 March, 1997.

"End-user Computing in the Public Organization: Realities of Organizational Life in the Information Society," in Harold Gortner, Organization Theory: A Public Perspective, 2nd. Edition. Homewood:The Dorsey Press, 1996.

## **5. Research**

(Beginning Fall, 2001) Information Competency for the MPA degree. Design, develop and implement core and subject specific information competencies. Grant from CSU Chancellor's Office -- \$14,500.

The Digital Divide in Local Governments: assessing the Utilization of the World Wide Web by local governments.

## **6. Practitioner Experience**

Computer Systems Specialist, Information Resources Management Section, Veterans Administration Medical Center, Long Beach. May 1992 - November 2000. Duties: Develop and teach computer training classes. Provide application design and systems management consulting.

Decentralized Solar Technology Assessment Program, City of Kent, Ohio. September, 1979 August, 1980. Full-time position. Title: Project Director Duties: full-charge supervision of U.S. Department of Energy grant; development of project plan, supervision of project execution, completion of write-up of final report.

## **7. Involvement in Academic/Professional Associations**

Member: American Society for Public Administration.  
Program Experience - " Teaching Research Methods in the MPA: A Modest Proposal" Panel presentation. California State University Master of Public Administration Program conference. Los Angeles, CA April, 2001.  
Faculty training workshops on Web page authoring using Adobe PageMill. Four sessions, Spring 1997. Three sessions, Fall, 1997.

## **8. Public Service Activities**

Greater Orange County Health Educators Association, May, October 2000.  
Workshop Leader: Designing presentations for health education organizations.

California State University Systemwide Integrated Partners (SIP-CETI) Working Group, Computing systems desktop design and training. October, 1997 - 1998.

CSULB Technical Advisory Committee, Comprehensive Educational Technology Initiative (CETI). Sept. 1997- 1998.

City of Costa Mesa Dog Park User Survey, October, 1995 C February, 1996.  
Design, develop, administer and analyze a user survey of the Costa Mesa  
"Bark Park."

**9. Consulting Activities**

None

**1. Personal**

Name: **David C. Powell**  
Rank: Assistant Professor  
Appointed: August, 2001.

**2. Academic Degrees**

**Ph.D.**, Miami University, May, 1996, Political Science, Dissertation: "The Effects of Tax and Expenditure Limitations on Local School Districts and Education Finance"

**M.A.**, Ohio University, August, 1991, Political Science.

**B.A.**, Baldwin-Wallace College, June, 1989, Political Science and History.

**3. Primary Teaching Areas**

2000-2001 - Florida Gulf Coast University - Public Budgeting, Labor-Management Relations, Research Methods, Data Analysis, and State and Local Government.

1996-2000 - Eastern Illinois University - Public Budgeting and Public Personnel Management

1996- Cleveland State University - Urban Research Methods (Adjunct)

**4. Publications**

Internet Taxation and U.S. Intergovernmental Relations: From Quill to the Present. Publius 30:1 Winter 2000 p. 39-54.

How Real is the Threat?: The Threat of Terrorism and Federal Employees. The Justice Professional. 13:1 July, 2000. p. 163-177.

Taxing the Web: The Potential Impacts of the Internet Tax Freedom Act and Federal Preemption on State Finances. State Tax Notes. 17:7 August, 1999. p. 449-455.

**5. Research**

Connecticut Conference of Municipalities (CCM) - project analyzing the impact of financially independent schools for the state of Connecticut. Funded research. Product: Issues Concerning Fiscally Independent Schools. January, 1996.

**6. Practitioner Experience**

Research Fellow, Institute for Local Government Assistance and Rural Development. 1991. Primary duties: assistance in implementation of school reforms.

**7. Involvement in Academic and Professional Associations,**

American Political Science Association - Paper presenter, Annual Meeting, 1999.  
Midwest Political Science Association - Paper presenter, Annual Meeting 1997.

**8. Public Service Activities**

Faculty Advisor, Political Science Association, Eastern Illinois University  
Faculty Advisory, Model Illinois Government, Eastern Illinois University

**9. Consulting Activities**

Consultant, Captiva Incorporation Project - Involvement in project analyzing the feasibility of incorporation for the Island of Captiva, Florida.

**1. Personal:**

Name: **Michelle Saint-Germain**  
Rank: Professor  
Appointment: Fall 1995

**2. Academic Degrees:**

**Ph.D.** in Public Administration, University of Southern California, 1983

Fields: Public administration and public policy

Dissertation: Public Policy and the Economic Independence of Women

**MPA** California State University, Hayward, 1978

Thesis: Women Managers in California State Government

M.S. Educational Psychology, California State University, Hayward, 1972

Thesis: Using Video Tape Feedback to Improve Counseling Skills

**B.A.** in Sociology, University of California, Berkeley, in Sociology, 1969

**3. Primary Teaching Areas:**

Research methods and statistics; public policy-making and policy analysis; foundations of public policy and administration; comparative public administration; comparative public policy; health policy; women and management.

1995 - Graduate Center for Public Policy and Administration, California State University Long Beach, Professor, and Director

1994-1995 Department of Urban Planning, Universidad Autónoma de Ciudad Juárez, Visiting Professor, Fulbright Border Lecturer Program

1992-1995 Department of Political Science, University of Texas El Paso, Associate Professor, and Director, MPA Program

1987-1992 Southwest Institute for Research on Women, University of Arizona, Research Associate; Department of Public Administration, Adjunct

1986-1987 MPA Program, Clark University, Adjunct

1984-1986 Nicaraguan Institute of Public Administration, MPA Program, Technical Director and Instructor

1983-1984 Department of Political Science, University of Maine, Assistant Professor

#### 4. Publications

##### *Articles and Book Chapters*

- Saint-Germain, M. "Women, Politics, and Public Policy In Central America."  
Book manuscripts under review by Lynne Reinner Press, Boulder, Colorado.
- Saint-Germain, M., Ostrowski, J., and Dede, M. "Oracles in the Ether: Using Electronic Delphi for Strategic Planning in MPA Programs." Journal of Public Affairs Education, 2001.
- Saint-Germain, M. "The Effects of NAFTA on Intergovernmental Relations within the US and Mexico." In S. Nagel, ed., Handbook of Global Political Policy. New York: Marcel Dekker, 2000, pp.569-590.
- Saint-Germain, M. "Arizona Health Care Cost Containment System." In Mark Daniels, ed., Medicaid and the American States: The Politics of Managed Care. Westport, CT: Greenwood Publishing/Auburn House, 1998.
- Saint-Germain, M. "Re-presenting the Public Interest on the U.S.- Mexico Border." In K. Staudt and David Spener, eds., The U.S.- Mexico Border: Transcending Divisions, Contesting Identities. Boulder, Colorado: Lynne Reinner Publishers, 1998.
- Saint-Germain, M. "Does New Media Software Improve MPA Student Performance?" Public Productivity and Management Review 1998.
- Saint-Germain, M. "Mujeres '94: Democratic Transition and the Women's Movement in El Salvador." Women & Politics 18(2), 1997:75-99.
- Saint-Germain, M. "Transforming Case Study Methodology with Interactive, Multi-Media Software." Journal of Public Administration Education 3(2), 1977:297-292.
- Saint-Germain, M. and R. Calamia. "Three Strikes and You're In: A Streams and Windows Model of Incremental Policy Change." Journal of Criminal Justice 24(1), 1996:1-14.
- Saint-Germain, M. "So Near and Yet So Far? Similarities and Differences among Public Managers on the U.S.- Mexico Border." Public Administration Review 55(6), November/December 1995:507-516.
- Saint-Germain, M. "Problems and Opportunities for Cooperation among Public

Managers on the U.S.- Mexico Border." American Review of Public Administration 25(2), June 1995:93-117.

### *Reports and Conference Proceedings*

Saint-Germain, M. "Revolutionizing the Curriculum: An MPA Program in Nicaragua." Proceedings of the 24th Annual Conference on Teaching Public Administration, 2001.

Saint-Germain, M. "Institutional Characteristics and Assessment in the California State University System." Proceedings of the 23rd Annual Conference on Teaching Public Administration, 2000

Saint-Germain, M. "Using an E-Delphi to Revise an MPA Curriculum". Proceedings of the 22nd Annual Conference on Teaching Public Administration, 1999

Saint-Germain, M. "Integrating Hyper-Media into Classroom Instruction: Developing a Non-Linear Teaching Style." Proceedings of the 20th Annual Conference on Teaching Public Administration. Richmond, VA, March 6-8, 1997.

Saint-Germain, M. "Creating Interactive Case Studies for Public Administration." Proceedings of the 19th Annual Conference on Teaching Public Administration." Savannah, GA., 1996.

University of Texas El Paso, Department of Political Science, Public Administration Program. Self-Study Report for first NASPAA accreditation, 1994.

## **5. Research**

2000-01 "Farm Workers and Used Oil."

Research funded by the California Integrated Waste Management Board, Waste Oil Division. Focus groups with migrant farm workers concerning oil changing practices and disposal of used motor oil. Resulted in technical report.

1999-00 "Students and Waste Oil."

Research funded by the California Integrated Waste Management Board, Waste Oil Division, to study the practices of CSULB students with regard to

used motor oil. Included surveys and focus groups with students concerning recycling in general and used oil recycling in particular. Resulted in a technical report.

1998-01 "Assessment of MPA Student Learning Outcomes."

Project funded by the CSULB Assessment Committee in 1998 and 2000. Project to develop student learning outcomes for on-campus and Distance Learning MPA students, and to develop appropriate assessment instruments. Products described in our Self-Study Report (Volume I).

1997-99 "Waste Oil and Boating: A Case Study of the Long Beach Marina."

Funded by the California Integrated Waste Management Board, Used Oil Division. Included focus groups and surveys of boaters, marina operators, motor oil vendors, and used oil collectors; observational studies; analysis of legislation; identification of appropriate technologies; plan for assessment of environmental impacts of used oil; development of business plan for non-profit used oil recycling; and development of educational materials (approx. 200-page report).

1997-98 "Does New Media Technology Affect MPA Student Performance?"

Research on the impact of educational technology on MPA students. Funded by the CSULB Faculty Career Enhancement Program. Produced published article cited above.

1996-97 "Charting a Course in Public Administration."

Research on educational psychology, pedagogy, and instructional technology. Funded by grants from the CSULB New Media Development Committee. Produced an interactive, web-based software program for teaching public policy and administration, available at: <http://front.csulb.edu/publicadmin/>

1995-97 "Multi-Media Education about Breast Cancer for Older Hispanic Women."

A project to conduct and evaluate a community-based educational program. Funded by grants from the National Cancer Institution and the CSULB Faculty Development Program. Produced bi-lingual, bi-cultural video tapes and educational curriculum.

1990-00 "Women, Politics, and Public Policy In Central America."

Research funded by the Fulbright Central America Research Program, the Tinker Foundation, the National Endowment for the Humanities, the University of Arizona, and the University of Texas El Paso. Personal interviews with women elected to the national legislatures of Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua; comparative analysis of electoral data; impact of women on politics, democratization, and public policy in the region. Book manuscript under review by publisher (listed above).

## **6. Practitioner Experience**

- 1987-92 University of Arizona, Southwest Institute for Research on Women. Research Associate. Responsible for developing interdisciplinary research projects on women, writing and administering grants, writing reports.
- 1986-87 Resource Management Group, Boston, Massachusetts Management Analyst. Worked in teams on organizational analysis, design, and change projects on-site for organizations throughout the New England area.
- 1984-86 Nicaraguan Institute of Public Administration, Managua, Nicaragua. Technical Advisor. Worked with international colleagues to conduct evaluation of past programs; complete needs analysis for training; and design curriculum for and implement new Spanish-language MPA Program for in-service government officials.
- 1973-78 State of California, Department of Benefit Payments Program Evaluation Analyst. Worked in teams responsible for field reviews of federally-funded programs in 58 California counties; appointed supervisor of branch office in Oakland, California, supervising six field analysts.

## **7. Involvement in Academic and Professional Organizations**

American Political Science Association (APSA), Member, 1987-present  
Section Chair, Div. 9: Teaching and Learning in Political Science, 1999 Meeting  
Editor, Women's Caucus for Political Science Quarterly Newsletter, 1998-present  
American Society for Public Administration (ASPA), Member, 1975-present

Editor, SWPA Newsletter, Bridging the Gap, 1995-1998  
Chair, SWPA Chair, 1994-95  
Executive Board, Section for Women in Public Administration (SWPA),  
1990-93  
National Association of Schools of Public Affairs and Administration  
Site visit team member, San Francisco State University MPA Program,  
2000  
NASPAA Executive Board, 2000-present  
NASPAA Standards Committee, 2000-present  
Western Political Science Association (WPSA), 1988-present  
WPSA Executive Board Member, 1999 - present  
WPSA Coordinator, Section on Teaching and the Profession, 1998 Meeting  
WPSA Chair, WPSA Women's Caucus, 1997-98  
WPSA Chair, Committee on Professional Development, 1997  
WPSA Coordinator, Section on Comparative Politics and Government,  
1996 Meeting  
WPSA Coordinator, Section on Gender and Politics, 1994 Meeting

#### *Reviewer*

American Journal of Political Science, American Review of Public Administration,  
Congressional Quarterly Press, Latin American Perspectives, National Endowment  
for the Humanities, Oxford University Press, Political Research Quarterly, Policy  
Sciences, Policy Studies Review, Public Voices, Sage Publications, Southeastern  
Political Review, University of Arizona Press, University of California Press,  
University of Texas El Paso Center for Inter-American and Border Studies working  
paper series, USDA Small Business Innovation Research Program, Women &  
Politics.

#### **8. Public Service Activities**

Bi-lingual, multi-media workshops on breast cancer, presented at over 2 dozen  
community organizations and associations that serve older Hispanic women in the  
Los Angeles and Orange County areas.

#### **9. Consulting Activities**

Long Beach Central Area Association. Consultant, developed plan for strategic  
planning meeting, attended planning meeting with Service Learning, developed  
community questionnaire, consulted on plan for community survey.

# **I. Faculty Data Sheets**

## **B. Other Full-Time Faculty**

Edward J. Martin

## 1. Personal

Name: **Edward J. Martin**  
Rank: Lecturer  
Appointment: Fall 2000

## 2. Academic Degrees

**DPA** Public Administration, Arizona State University, 2000, Dissertation: Welfare Policy, the Market, and Community  
**M.A.** Religion, University of San Francisco, 1985.  
**B.A.** Philosophy, Loyola Marymount University, 1980.

## 3. Primary Teaching Area

Public Policy and Administration  
Public Human Resources Management  
Race, Inequality, and Public Policy  
Directed Research  
Environmental Planning  
Liberation Themes in Scripture  
Introduction to Philosophy  
Introduction to Logic  
Introduction to Ethics  
Philosophy of World Religions  
Introduction to American Politics

## 4. Publications

"The Role of Social Analysis Pedagogy in Teaching Public Policy and Administration," by Edward J. Martin. Session: Developing Critical Thinking and Writing Skills, The Twenty-fourth Annual Conference on Teaching Public Administration, Arizona State University, Tempe, Arizona, February, 2001.

"Growing Inequality and Early Findings on Welfare Reform," by Edward J. Martin. Session: Reforming Welfare: Frames, Issues, and Findings, The Western Political Science Association Meeting, San Jose, California, March, 2000.

"Labor-Management Relations: Collective Bargaining in the Public Sector," by Edward J. Martin. Session: Current Issues in Public Management, The Western Political Science Association Meeting, Seattle, Washington, March, 1999.

"Can Policy Analysis Deliver Its Promise? A Discourse in Realism," by Edward J. Martin. Session: Different Approaches to Public Policy, The Southwest Social Science Association Meeting, Corpus Christi, Texas, March, 1998.

"Sustainable Development, Popular Justice, and the Community of Meaning," by Edward J. Martin. Session: Environmental Policy, The Western Political Science Association Meeting, Tucson, Arizona, March 1997.

### *Media Publications*

"Labor Unions Still Loosing Southwest Copper Strike," by Edward J. Martin, The National Catholic Reporter, September 6, 1985.

### *Book Reviews*

"Theology and Social Criticism," by Edward J. Martin, Latin American Perspectives, Issue 102, Volume 25, Number 5, September 1998.

## **5. Research**

Arizona Department of Commerce Housing Grant: \$305,000.00, March 2000. Leveraged 1.3 million dollars for the East Phoenix, Sunrise Circle Project (SROs), with HUD Home Funds and CDBG Funds, Native American Connections, Inc.

Arizona Republic, Season for Sharing Grant: \$37,500.00, March 2000. Grant money awarded for the Men's Rehabilitation Center, Downtown Phoenix, Native American Connections, Inc.

## **6. Practitioner Experience**

California State University, Long Beach

Special Projects: developed an interdisciplinary Masters in Public Policy program at CSULB; implemented service learning component within courses; utilized journal writing techniques for experiential learning and critical thinking exercises; directed students on techniques for writing policy papers and grants.

Arizona State University

Special Projects: directed students on techniques for writing policy papers and grants; facilitated guest speakers to broaden student awareness.

University of San Francisco

Special Projects: directed seminar and collaborative learning methods to provide for experiential learning and analytic thinking.

Maricopa County Community College District, Tempe, Arizona

Special Projects: implemented electronic forum to facilitate student discussion on reading material; utilized small group discussions and journal exercises to enhance experiential learning and critical thinking; incorporated audio/visual techniques to increase student understanding; facilitated guest speakers to broaden student awareness.

## **7. Involvement in Academic/Professional Associations**

Native American Connections, Inc., Phoenix, Arizona, 1999.

Director of Development: Grant writing and proposals; grant compliance monitoring; community relations; private sector fund raising activities; direct mailing; direct solicitation; organized special events, planned giving, in-kind donations; record keeping; database entries; production of promotional materials, brochures, press releases, newsletters; preparation of statistical and narrative management reports; management of relations with media, both news and community relations departments; represent NACI at speaking engagements and tours.

Brophy College Preparatory, Phoenix, Arizona, 1992-1998.

Director of Community Service: Supervised student immersion program within local, national and international settings; maintained records of student involvement; monitored and evaluated students and work sites; implemented and coordinated academic components for student reflection groups; supervised and motivated staff-, maintained financial accounts and expenses; worked within program budget and fiscal guidelines.

## **8. Public Service Activities**

Traveler's Aid Society, Multi-Service Center, City of Long Beach, Human Services Department, Board Member, 2000-Present.

Central Phoenix Family Service Center, City of Phoenix, Human Services Department, Board Member, 1998-2000.

### *Professional Associations*

Academy of Political Science  
American Political Science Association

American Society for Public Administration  
Policy Studies Organization

**9. Consulting Activities**

Long Beach Central Area Association, Consultant, Affordable Housing Project,  
2001 Present.

## **II. Course Abstracts**

### **1. Required Courses**

**Course Number, Title, And Credits**

PPA 500 FOUNDATIONS OF PUBLIC POLICY AND ADMINISTRATION (3 Units)

**Course Instructors**

Daniel M. Barber  
James A. Biery  
Stephen K. Blumberg  
Edward J. Martin  
Thomas G. Mauk  
John W. Ostrowski

**Course Prerequisites**

Undergraduate degree

**Course Objectives**

Within the context of continuing change in the role of government, the learning objectives of this course are:

1. Understand the requirements for the MPA and effectively prepare an MPA course of study.
2. Undertake basic graduate-level research and communication activities.
3. Identify major theories and theorists in the development of the field of public administration, and the major periods in its evolution.
4. Develop an understanding of the roles of public administrators in contemporary public organizations, with emphasis on the ethical dimensions of the profession.
5. Develop an understanding of the major sub-fields in public administration: content, relationships and professional requirements.

**Course Description**

This is a survey course of the essential elements of the contemporary field of public administration. The purpose of the course is to expose students to the vocabulary, critical concepts, history and development of the field, major theories and theorists and principal sub-fields of public administration. In addition, the course serves to introduce the student to program resources, to develop the student's critical thinking and reasoning skills, and allow the student explore resources in the field.

***Major Topics Covered***

It covers concepts of the discipline; fundamentals of public organization theory, policy formulation and analysis, and administrative and management processes;

management of the public interest; and ethics in government.

**Core Concepts:**

**Topic: The MPA Program**

MPA Core requirements, Core Courses, Electives, Comprehensive Exams, Advancement to Candidacy, Internship, Directed Research, Administrative Information, Academic probation, Educational Leave, Add/drop, withdrawal, incompletes, Pi Alpha Alpha, ASPA

**Topic: Conducting research in Public Policy and Administration**

Resources, Library use, Internet and on-line resources  
Writing & communicating, Style guides, Expectations, Available student resources  
Learning Portfolio, Purpose, Structure and content, Uses

**Topic: Overview of Public Administration**

Definitions; Traditional broad mandates of PA; Democratic administration; The environment of government, Distrust of government, Increasing demand for services/decreasing resources, Multiple, conflicting value systems, Equity vs. Efficiency, Overlapping, competitive jurisdictions and authorities, Privatization and contracting

**Topic: History and Development**

Eras: Formalistic, Reactionary, New Public Administration, Post/New PA  
Formalistic Era, critical Theories and Theorists, Max Weber's concept of bureaucracy; Scientific management (Frederick Taylor); Good Government movement; Gulick & Urwick; POSDCORB(E)  
Reactionary Era, Evolution of the social-scientific approach; Normative vs. prescriptive focus; Herbert Simon, Chester Barnard, Mayo, Roethlisberger, Dickson, The Hawthorne Experiments  
The New Public Administration: Douglas MacGregor Theory X and Theory Y; Kaufman and Lipsky; Street-level bureaucracy; The Minnowbrook Conference; Open Systems Theory  
Post/New Public Administration: The New Federalism; Drucker, MBO; Total Quality Management (TQM); Ouchi, Theory Z; Operations Research; New Rationalism

**Topic: Surveying the Field, Key Topics**

Federalism and Intergovernmental Relations; Definitions and concepts of

Federalism; Separation of Powers; Key Federalist papers; Judicial Review;  
Key elements of Intergovernmental Relations;  
Ethics in Public Policy and Administration; Definitions; Historical development;  
Evolution of Ethical Involvement in PA; Theories and approaches; ASPA  
Code of Ethics

Organization Theory and Behavior; Characteristics of Organizations; Approaches  
to studying Organization Theory; Types of Organizations

Human Resources Management and Personnel Administration; Development in the  
US; Pendleton Act; Budget and Accounting Act; CSRA; NPR; Brownlow  
Committee, Winter, Volcker & Grace Commissions; Hatch Act

Public Service: Training, Functions; Equal Employment Opportunity and Civil  
Rights

Public Financial Management and Budgeting: Basic Definitions; Development and  
history; Federal Budgeting; State Budgeting; Local Budgeting;

Public Policy: Definitions; Approaches to studying; Actors and Institutions; The  
Process of Policy-making; Problem-solving and Decision-making; Types of  
problems/decisions; Role of agenda-setting;

Approaches to decision-making: Rational; Incremental; Mixed-scanning; Decision-  
making problems and consequences

### **Required Text:**

William C. Johnson, *Public Administration: Policy, Politics, and Practice*, 1996.

### *Additional Texts:*

Balanoff, Howard, *Annual Editions: Public Administration*

Bass, Bernard M., *Organizational Decision Making*.

Chandler, Ralph C. and Jack C. Plano, *The Public Administration Dictionary*.

Chase, Gordon and Elizabeth Reveal, *How to Manage in the Public Sector*.

Denhardt, Robert, *Theories of Public Organization*.

Kramer, Fred, *Perspectives on Public Bureaucracy*.

Lane, Frederick S., *Current Issues in Public Administration*, current edition.

Lerner, Allan and John Wanat, *Public Administration: Scenarios in Public Management*.

Lorch, Robert S., *Public Administration*

Rosenbloom, David H., *Public Administration in America*.

Rosenthal, Stephen, *Managing Government Operations*.

Shafritz, Jay and Albert Hyde, *Classics of Public Administration*

Stillman, Richard J., *Public Administration: Concepts and Cases*.

Publication Manual of the American Psychological Association.

**Course Number , Title And Credits**

PPA 555 GOVERNMENT BUDGETING AND FINANCE (3 Units)

**Course Instructors**

James A. Biery  
Nancy E. Hicks  
Norman Lefmann  
William S. Moore

**Course Prerequisites**

Undergraduate degree

**Course Objectives**

1. Provide an overview of the economic and political context of local government budgeting.
2. Introduce how government records and reports financial transactions.
3. Furnish the student with an understanding of the budget process and formats used in local public budgeting.
4. Discover how to conduct a simple economic-base analysis.
5. Learn how to use MS-Excel for fiscal analysis.
6. Develop the tools necessary to conduct expenditure and revenue analysis, estimation, and forecasting.
7. Understand the fundamentals of capital improvements planning and finance.

**Course Description**

This course will provide an understanding of government finance and budgeting functions. It will develop specific skills in techniques for relating revenues to expenditures, budget design and analysis, and the politics of the process. New methods of balancing citizen demands with revenue limitations will be considered as will traditional behaviorally-oriented controls.

There are any number of approaches, orientations, and topics that can be used when teaching a public budgeting course. The orientation of this course focuses on local government. Nevertheless, most of the concepts, practices and skills learned will be applicable to other levels of government and to non-profit organizations.

Further, the topics covered are those which are most important for an MPA student taking a first course in budgeting. The course does not assume any background in accounting, public financial management or budgeting.

Additionally, the emphasis of the course is on budget formulation. The reason for this is threefold. First, most public administrators, unless they work in the finance or

budget office, are or will be involved mostly in the area of budget preparation. The course is intended to be useful for not only those who have or plan to have a career in public sector finance but to anyone who is working or planning on working in the public or non-profit sectors.

Second, often times the context in which local governments allocate resources is not treated adequately in a public budgeting course. Policy makers and managers need to understand that there are forces or factors that are difficult to control for locally and that their resource allocation decisions have consequences some of which are unintended and negative.

Finally, a considerable effort to avoid overlapping topics with other courses offered was made. For instance, many topics involving budget administration can be found in PPA 560 - Public Financial Management Techniques and Issues. Nevertheless, even after given the previous statement, this does not mean that budget administration and audit/evaluation are ignored. Indeed, there are several very important and timely topics that are included under these areas.

### ***Major Topics Covered***

#### ***Core Area: Theories of Public Expenditure***

Market Failure and Failure of Competitive Markets; Public Choice Models of Bureaucratic Behavior; Incrementalism => Wildavsky.

#### ***Core Area: Budget Classification and Reform***

Line-Item Budget; Performance Budgeting; Program Budgeting; Zero-Based Budgeting; Target-Based Budgeting; Outcome-Based Budgeting.

#### ***Core Area: The Budget Cycle***

Formulation/Preparation; Legislative Review and Approval; Execution/Implementation; Audit and Evaluation.

#### ***Core Area: Budget Structures and Practices***

The Federal Budget; State and Local Government Budgets; The California State Budget Process; California Local Government Budget Processes.

#### ***Core Area: Government Accounting and Financial Reporting***

The Accounting Process; Account Types; Fund Types; Basis of Accounting; Financial Reports (Interim and Annual).

#### ***Core Area: Preparation of Operating Budgets***

Cost Estimation.; Cost Allocation => Crosswalk; Historical Analysis of Expenditures.

**Core Area: Capital Budgeting and Finance.**

Capital Improvements Program; Capital Budget; Debt Financing;

**Core Area: Evaluation of Proposed Public Expenditures.**

Cost-Effectiveness Analysis; Cost-Benefit Analysis.

**Core Area: Evaluation of Revenue Policy**

Economic Efficiency; Equity; Adequacy and Stability; Administration; Transparency and Political Feasibility.

**Core Area: Sources of Revenues**

Income Taxes; Consumption Taxes; Property Taxes; Fees and Charges.

**Core Area: Revenue Estimation and Forecasting**

The Economy and Revenues; Historical Analysis of Revenues; Forecasting Techniques.

**Core Area: Intergovernmental Fiscal Relations**

Fiscal Federalism; Fiscal Capacity and Need; Intergovernmental Fiscal Transfers => Grants.

**Core Area: Use of Electronic Spreadsheets for Fiscal Analysis**

Preparing A Worksheet Or Template; Entering Data; Calculation Functions; Entering Formulas.

**Required Text:**

Mikesell, John (1999), *Fiscal Administration: Analysis and Applications for the Public Sector*, 5th Ed., Harcourt Brace.

*Recommended Texts:*

Bland, Robert L. and Irene S. Rubin (1997), *Budgeting: A Guide for Local Governments*, ICMA.

Gianakis, Gerasimos A. and Clifford P. McCue (1999), *Local Government Budgeting: A Management Approach*, Praeger.

Hyde, Albert C. (1992), *Government Budgeting: Theory, Process, and Politics*, 2nd Ed., Harcourt Brace.

Lee, Robert D. Jr., and Ronald W. Johnson (1998), *Public Budgeting Systems*, 6th Ed., Aspen.

Lynch, Thomas D. (1995), *Public Budgeting in America*, 4th Ed., Prentice Hall.

Rabin, Jack, W.Bartley Hildreth, and Gerald J. Miller, eds. (1996), *Budgeting: Formulation and Execution*, Carl Vinson Institute of Government. (Also see companion

workbook and data source book for simulation exercises)  
Rubin, Irene S. (1998), *Class, Tax, & Power: Municipal Budgeting in the United States*,  
Chatham House.

## **Course Number, Title, And Credits**

PPA 577 HUMAN RESOURCES MANAGEMENT (3 Units)

## **Course Instructors**

Martha J. Dede  
Steven A. Larson  
Edward J. Martin

## **Course Objectives**

Upon completion of the course, you will:

1. Have a working knowledge of the history and evolution of public personnel management and merit principles in the United States;
2. Have basic knowledge about the functional and process elements of public personnel systems;
3. Know how the primary functional areas of public human resources management complement and reinforce one another; and
4. Have understanding of some of the contemporary issues facing public personnel management at the twilight of the Twentieth Century.

## **Course Description**

This course is designed to address the theory, politics and practice of American public personnel/human resources management for those with little or no exposure to, or experience with, it. The course focuses on the broad functional areas of public human resources management: job classification; compensation and benefits; recruitment; selection; training and development; performance appraisal; labor relations; major legislation; and case law.

The approach to the course is varied. In addition to traditional reading, we will conduct library research to learn the everyday vagaries of public personnel management. We also will develop a team of student "experts" who will advise and inform us about practice in the various functional areas of human resources management. Finally, the class as a whole will become the Department of City Employees for the newest city in the great state of Grand Fenwick, N.A.: Freedonia. This will be a semester-long project with which we will "build" a personnel system from the ground, up.

## ***Major Topics Covered***

### ***Topic Area: History and General***

At-will employment; Merit System, principles of; Representative bureaucracy; Significant case law; Significant legislation; Workforce 2000

**Topic Area: Classification**

Class; Factors; Factor Evaluation; Job; Job Evaluation; Job Analysis; Occupational Group; Position; Significant case law Significant legislation

**Topic Area: Compensation and Benefits**

Benefits; Collective Bargaining and Comparable Worth; Comparability Pay; Discretionary Benefits; Equity; General Schedule; Mandated Benefits; Merit/Pay-for-Performance; Significant case law ; Significant legislation

**Topic Area: Recruitment, Examination and Selection**

Adverse Impact/"4/5ths" rule; Examinations; ACWA, PACE; Examinations, assembled /unassembled; Examinations, validity (construct, content, criterion); Job-relatedness; Patronage; Rank-in-Person; Rank-in-Position; Representative Bureaucracy; Significant case law; Significant legislation; Uniform Guidelines; Veteran's Preference

**Topic Area: Employee Training and Development**

Career Development, phases of; The "Canton Standard"; Job Rotation; Job Satisfaction and; Productivity and; Significant case law; Significant legislation; Training, methods of

**Topic Area: Performance Appraisal**

Assessment Centers; Behaviorally anchored rating scales (BARS); Group or external ratings; Objectivity in; Peer ratings; Rating Scales; Self-appraisal; Significant case law; Significant legislation; Subordinate ratings; Supervisor ratings

**Topic Area: Promotion**

AA/EEO and; Merit-based; Objective Judgment Quotient; Politics and; Significant case law; Significant legislation

**Topic Area: Discipline and Termination**

Demotion; Discipline, Progressive; Reprimands; Significant case law; Significant legislation; Suspension (with/without pay); Termination

**Topic Area: Labor Relations and Collective Bargaining**

Arbitration; Fact-finding; Grievances; Mediation; No-strike/no lockout; Scope of bargaining; Significant case law; Significant legislation

**Topic Area: Affirmative Action/Equal Employment Opportunity**

Affirmative Action; Diversity; Equal Employment Opportunity; Discrimination; Protected class; Reasonable accommodation; Representative bureaucracy; sexual harassment; Significant case law; Significant legislation; Systematic discrimination

## Required Texts:

Ban, Carolyn and Norma Riccucci. 1997. Public Personnel Management: Current Concerns--Future. New York: Longman (2nd edition).

Hays, Steven W. and Richard C. Kearney. 1995. Public Personnel Administration: Problems and Prospects. Englewood Cliffs, NJ: Prentice-Hall (3rd edition).

## Supplemental Texts:

Cayer, N. Joseph. 1996. Public Personnel Administration in the United States. NY: St. Martin's (3rd ed.).

Coleman, Charles J. 1990. Managing Labor Relations in the Public Sector. San Francisco: Jossey-Bass.

Cozzetto, Don A., Theodore B. Pedeliski, and Terence J. Tipple. 1996. Public Personnel Administration. Upper Saddle Creek River, NJ: Prentice-Hall.

Elliott, Robert H. 1985. Public Personnel Administration: A Values Perspective. Reston, VA: Reston Publishing Company.

Freedman, Anne. 1993. Patronage: An American Tradition. Chicago: Nelson-Hall.

Freyss, Siegrun Fox (Ed). 1999. Human Resource Management in Local Government: An Essential Guide. Washington, DC: International City/County Management Association.

Goodsell, Charles T. 1994. The Case for Bureaucracy: A Public Administration Polemic. Chatham, NJ: Chatham House (3rd ed.).

Graham, Cole Blease, Jr. and Steven W. Hays. 1986. Managing the Public Organization. Washington, D.C.: CQ Press.

Hays, Steven W. and Richard C. Kearney. 1995. Public Personnel Administration: Problems and Prospects. Englewood Cliffs, NJ: Prentice-Hall (3rd ed.).

Ingraham, Patricia Wallace. 1995. The Foundation of Merit: Public Service in American Democracy. Baltimore: The Johns Hopkins University Press.

Ingraham, Patricia and Carolyn Ban, eds. 1984. Legislating Bureaucratic Change: The Civil Service Reform Act of 1978. Albany, NY: State University of New York Press.

Ingraham, Patricia W. and Barbara Romzek, eds. 1994. New Paradigms for Government: Issues for Changing Public Service. San Francisco: Jossey-Bass.

Kearney, Richard. 1992. Labor Relations in the Public Sector. NY: Marcel Dekker (2nd ed.).

Klingner, Donald E. and John Nalbandian. 1993. Public Personnel Management: Contexts and Strategies. Englewood Cliffs, NJ: Prentice-Hall (3rd ed.).

Moore, Perry. 1985. Public Personnel Management: A Contingency Approach. Lexington, MA: Lexington Books.

Mosher, Frederick C. 1982. Democracy and the Public Service. NY: Oxford University Press (2nd ed.).

Nigro, Lloyd G. and Felix A. Nigro. 2000. The New Public Personnel Administration.

- Itasca, IL: F.E. Peacock (5th edition).
- O'Neil, Robert. 1993. The Rights of Public Employees: An American Civil Liberties Union Handbook. Carbondale, IL: Southern Illinois University Press.
- Osborne, David and Ted Gaebler. 1992. Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector. Reading, MA: Addison-Wesley.
- Pynes, Joan E. 1997. Human Resources Management for Public and Nonprofit Organizations. San Francisco: Jossey-Bass.
- Riccucci, Norma M. 1990. Women, Minorities, and Unions in the Public Sector. Westport, Conn.: Greenwood Press.
- Riley, Dennis D. 1993. Public Personnel Administration. NY: Harper Collins.
- Rosenbloom, David H. 1971. Federal Service and the Constitution. Ithaca, NY: Cornell University Press.
- Shafritz, Jay M., Norma M. Riccucci, David H. Rosenbloom, and Albert C. Hyde. 1992. Personnel Management in Government: Politics and Process. NY: Marcel Dekker (4th ed.).
- Schuler, Randall S. 1995. Managing Human Resources. St. Paul, MN: West Publishing (5th ed.).
- Stahl, O. Glenn. 1983. Public Personnel Management. NY: Harper & Row (8th ed.).
- Sylvia, Ronald D. 1989. Critical Issues in Public Personnel Policy. Pacific Grove, CA: Brooks/Cole.
- Thompson, Jonathan. 1995. Human Resource Management in Government. NY: Harper Collins.

#### *Professional Associations/Information Sources*

##### *Brookings Institution*

International Personnel Management Association (IPMA)  
International City Manager's Association (ICMA)  
American Society for Public Administration (ASPA)

#### *Government Publications/Information Sources*

Equal Employment Opportunity Commission  
U.S. Civil Service Commission  
U.S. Congressional Budget Office  
U.S. General Accounting Office  
U.S. Merit Systems Protection Board  
U.S. Office of Affirmative Action  
U.S. Office of Personnel Management

**Course Number, Title, And Credits**

PPA 660 SEMINAR ON ORGANIZATION THEORY AND BEHAVIOR (3 UNITS)

**Course Instructors**

Stephen K. Blumberg  
Martha J. Dede  
Robert Dominguez  
William Kelly  
Sally Kilbourne

**Course Prerequisites**

Undergraduate Degree

**Course Objectives**

Upon completion of the course you will be able to:

1. Identify and discuss the assumptions, principles and concepts attendant to important perspectives in organization theory and behavior;
2. Identify significant intellectual and theoretical contributors to organization theory and behavior, and the reasons why their contributions are important for our understanding;
3. Apply principles and concepts learned in lectures, reading and class discussion to case studies; and
4. Apply principles and concepts of organization theory and behavior to your own work organizations.

**Course Description**

This course offers an overview of principles and concepts of, as well as the major intellectual contributors to, the study of organization theory and behavior. Emphasis is on the interdependence of theory and practice, and how each informs the other in the everyday practice of public administration.

We live and work in a society of organizations. Organizations reside in all three sectors of the economy (public, nonprofit and enterprise), and have a variety of sizes, structures and mandates. As individuals, citizens and working people, we have often intimate and extensive contact with them. As important as organizations might be to both our private and work lives, however, our knowledge about them is often sketchy, and our understanding about how they operate, scant. Thus, it is essential for us to understand something of what "organizations" or "institutions" are, and factors contributing to their operation. Much 20th Century organization theory has focused on organizations in the private sector, and scholars studying public organizations have drawn heavily upon these

theories; however, there are distinct differences between those and organizations nestled in the public sector. It is upon these public organizations that we will focus our attention.

It would be nice, wouldn't it, if there were THE theory of organizations? If that were the case, we could cover it in two or three class sessions and then all go play beach volleyball for the rest of the semester. As it is, though, if we look at the tables of contents of any of the perhaps hundreds of organization theory/behavior books currently on the market, we would find that theories abound and that, over time, different perspectives about how organizations do -- or should -- operate have been developed. These perspectives have been called, variously, "schools," "frameworks," "models," and/or "paradigms." While each perspective has its strengths and weaknesses, management in contemporary public organizations is too complex for us to assume that a single theory can be a panacea for all of our organizational trials, tribulations and challenges.

With all that in mind, I take what's called a praxis approach to the subject. The word praxis refers to the idea of marrying theory to practice. I take this approach with the intent of helping you come to understand that theory informs practice; and practice, theory. For those of us who are managers, whether in-career or pre-career, this approach allows us to apply various theories to everyday practice, to make some informed judgments about whether or not these theories seem generally to "hold" in practice, to take what we can use from each theory, and file, or discard, the rest.

### ***Major Topics Covered***

#### ***Topic Area: Management History***

A good, brief rundown of how early in human history some primary organization theory/behavior principles emerge; key management theorists.

#### ***Topic Area: Bureaucracy***

Bureaupathology(ies); Democracy and Goal displacement; "Ideal type"; Neutral competence; Organization change and; Red tape; Rules, centrality of; Weberian Characteristics of

#### ***Topic Area: The "Principles" Approach to Management***

Democracy and; Efficiency and; Henri Fayol and; Luther Gulick and; Politics/administration dichotomy and; POSDCORB; Principles of Scientific Management/"One best way"; "Proverbs" of administration

#### ***Topic Area: Organization Structure and Design***

Approaches to structure (purposed, process, clientele, place); Components of structure (complexity, formalization, centralization); Effective design, imperatives of (size, technology, environment); Elements of structure (division of labor, unity of command, authority, responsibility, span of control, departmentalization);

Government organizations, kinds of; Matrix design; Mechanistic vs. organic; Mintzberg model (five basic parts); Structure, U.S. Government bureaucracy; Universal vs. contingency approach to design

***Topic Area: Authority***

Barnard view (bottom-up); Contemporary view (shared); Kinds of Leadership and Politics-administration dichotomy; Power and; Rules as Traditional view (top/down);

***Topic Area: Efficiency***

As transcendent value; Bureaucracy and; Democratic values and; Efficiency vs. Effectiveness; Gulick and; Organization structure/design and; Quality and; Task specialization and; Taylor and; Transaction Cost Theory; Weber and;

***Topic Area: Power and Politics***

Authority and; Bases and sources of power (esp. French and Raven); Ethics and; Leadership and; Links to conflict; Machiavellianism; Organization politics and; Political tactics (both positive and negative)

***Topic Area: Conflict***

Avoidance; Accommodation; Collaboration; Communication; Competition; Compromise; Conflict, Functional; Conflict, Dysfunctional; Conflict, Evolutionary; Processes of

***Topic Area: Leadership***

Contingency models of; Follower behaviors; Job-centered vs. employee-centered leaders; Leader behaviors Leadership Gri; Managerial Grid; Path-Goal Theory; Trait Theory; Transactional; Transformational

***Topic Area: Work groups***

Decision-making and; Formal vs. informal; Group cohesiveness; Groups, dynamics of; Groups, formation of; Group norms; Group size; Groups, homogeneous vs. heterogeneous; "Groupthink"; Hawthorne effect

***Topic Area: Organization culture***

"Administrative evil"/culture of corruption; Artifacts; Ceremonies; Language, role of; Myths, Stories, Legends; Patterns of Behavior and; "Retrospective sensemaking"; Shared meanings; Social construction; Symbols

***Topic Area: Decision-making***

Bounded rationality; Contingency theory; Garbage Can model; Incrementalism; "Law of the Situation"; Management by Objectives; Rational model; Social process model; Total Quality Management

**Topic Area: Motivation**

(Anthony) Downs's typology of public officials; Equity Theory; Expectancy theory; Expectancies and motivation; Goal-setting and motivation, relationship between; Hierarchy of needs; Hygiene vs. motivators; Intrinsic/Extrinsic Rewards; Job satisfaction and; Participative management and; Personality types of public officials (Anthony Downs); Reinforcement/Operant Conditioning

**Topic Area: Organization Change and Development**

Change, sources of (both internal and external); Creativity/innovation and; Decline, stages of; Downsizing/RIF's, effects of; Downsizing/RIF's, best practices; Factors leading to success and failure (of change); Growth, stages of; The "Learning" Organization (Peter Senge); Managing resistance (to change); Managing for stability vs. managing for change; Principles and techniques of organization development; Privatization and Contracting (effects upon public orgs.)

**Required Texts:**

Jay M. Shafritz and J. Steven Ott. 1997. Classics of Organization Theory. Fort Worth: Harcourt-Brace (4<sup>th</sup> edition). ("S&O" in reading assignment section.)

J. Steven Ott. 1996. Classic Readings in Organizational Behavior. Ft. Worth: Harcourt-Brace (2nd Edition). ("Ott" in reading assignment section.)

Bolman, Lee G. and Terrence E. Deal. 1997. Reframing Organizations. San Francisco: Jossey-Bass (2<sup>nd</sup> ed).

*Supplemental Texts:*

Harmon, Michael M. and Richard T. Mayer. 1986. Organization Theory for Public Administration. Burke, VA: Chataleine Press.

March, James G. and Johan P. Olsen. 1989. Rediscovering Institutions. NY: The Free Press.

Morgan, Gareth. 1986. Images of Organization. Newbury Park, CA: Sage.

Perrow, Charles. 1986. Complex Organizations: A Critical Essay. NY: McGraw-Hill (3<sup>rd</sup> ed).

Reed, Michael and Michael Hughes, eds. 1992. Rethinking Organization: New Directions in Organization Theory and Analysis. London: Sage.

**Course Number, Title, And Credits**

PPA 670 SEMINAR IN PUBLIC POLICY ANALYSIS (3 Units)

**Course Instructors**

John Ostrowski  
John Redfern  
Michelle Saint-Germain  
Robert Spencer

**Course Prerequisites**

Undergraduate Degree

**Course Objectives**

1. Understand the basic terminology of public policy issue analysis.
2. Understand the appropriate uses of policy analysis in the public sector.
3. Understand basic techniques of public policy analysis.
4. Develop an ability to perform public policy analysis.

**Course Description**

This course is an advanced exploration of public policy issue analysis. It assumes that the student already has some familiarity with the basic concepts and terminology of public policy and public administration. This course will provide you with both rapid and more complex methods of public policy analysis. It will cover important considerations in the process of policy analysis such as identifying data sources and weighing the utility of data; establishing criteria for analyzing policies; assessing policy alternatives; choosing among policies; and monitoring policy implementation.

It will also introduce you to some of the use of computer resources, including both mainframes and microcomputers. Mainframes are used to search electronic repositories such as the Internet to search for data and other resources, and to provide a means of communication with other students and the instructor via e-mail. Microcomputers are used for word processing, for statistical data analysis, and to create presentations.

This course will be valuable for anyone planning a career in public service or who will interact with public agencies in the future. It will also provide an overview of the types of policy issues being confronted by people in the public sector today. By the end of the course, you should know more about opportunities for further study in public policy analysis and for careers in the field.

***Major Topics Covered***

This course introduces theories and approaches to policy analysis and a working

knowledge of the skills involved in that practice. The core of the course follows the policy analysis cycle and includes: problem recognition, problem definition, development of alternative solutions, analysis of alternatives, selection of policy options, policy implementation and evaluation.

***Topic: Basic Terms and Concepts***

Public problems; Public sector complexity; Public Policy definitions; The public policy-making process;  
Public Policy Analysis; The public policy analysis process; Models of public policy analysis; conceptual, descriptive, predictive; advocacy vs. analysis; rational problem-solving;  
Role of the policy analyst; ideology and objectivity; Ethics in public policy analysis

***Topic: The Environment of Public Policy Analysis***

Key institutions; Key individuals

***Topic: Verifying, Defining, and Detailing the Problem***

Sources of problems; theories of change; Context of problem, problem definition, does a problem exist? Conceptualization, Specification, can we solve the problem? source, history, dimensions, intensity, extensiveness;  
Types of problems; political, social equity, economic, technical  
Identifying and gathering problem background data, assessing information quality;  
Library search methods, interviewing, quick surveys;  
Basic data analysis; back-of-the-envelope calculations; quick decision analysis;  
first cut analysis; Issue paper

***Topic: Agenda Analysis***

Systemic and Institutional agendas; Problem definition agenda; Proposal agenda;  
Bargaining agenda; Continuing agenda; Agenda-setting options; Agenda-setting forces

***Topic: Establishing Evaluation Criteria***

Creation of valid operational definitions; Reliability and Validity; Economic Criteria;  
Social Equity Criteria; Technical Criteria; Political Criteria; Administrative Criteria

***Topic: Alternatives Development***

Sources: Literature reviews; Drawing on others' experiences; Pilot Studies;  
Brainstorming; Modifying existing solutions; Developmental approaches;  
Incrementalism; Branching; Inventive; Contextual mapping; Prototyping;  
Validating alternatives

***Topic: Assessing Alternative Policies***

Economic Assessment--derived from Pareto Optimality; Forecasting and

Extrapolation;

Cost-Benefit analysis; Procedures; Critical concepts; Externalities/spillovers; Redistribution effects/ pecuniary effects; Opportunity costs; Discounting and Net Present Value; Procedures for calculation and use; Estimation of risk and uncertainty; Use of Internal Rate of Return; Cost-Benefit decision approaches; Ethical implications

Cost-Effectiveness Analysis; Concepts; Procedures; Uses

***Topic: Models and modeling***

Descriptive; Conceptual; Predictive; Game Theory; Systems analysis

***Topic: Choosing and Displaying Alternatives***

Non-selection; Decision Rules; Optimizing; Satisficing; Weighted decision criteria; Matrix display; Scorecard display

***Topic: Implementation and Monitoring***

Policy Implementation; Factors influencing implementation; Planning implementation; Policy Monitoring; Procedures; Policy maintenance; Review procedures; Analyst role in implementation, monitoring, and maintenance

***Topic: Policy Evaluation***

Traditional approaches/models; Innovative approaches; Role of politics; Insuring utilization; Analyst Role; Ethical implications

***Topic: Policy Analysis Presentation and Communication***

Oral and visual presentation; Written communication

**Required Text:**

Patton & Sawicki, Basic Methods of Policy Analysis and Planning, 2nd ed., 1993. Prentice Hall.

*Supplemental Texts:*

Bingham & Ethridge, Reaching Decisions in Public Policy and Administration, 1982. Longman.

Bobrow, D. B. and Dryzek, J. S., Policy Analysis by Design, 1987. University of Pittsburgh Press.

Guess, G. M. and Farnham, P.G., Cases in Public Policy Analysis, 1989. Longman.

Gupta, D. Decisions by the Numbers: An Introduction to Quantitative Techniques for Public Policy Analysis and Management, 1994.

Henig, J. R., Public Policy and federalism: Issues in State and Local Politics, 1985. St.

Martens.

- Heineman, R. A., Bluhm, W. T., Peterson, S., and Kearney, E., The World of the Policy Analyst: Rationality, Values & Politics, 2nd ed., 1997. Chatham House.
- Meenaghan, T. M. and Kilty, K. M., Policy Analysis and Research Technology: Political and Ethical Considerations, 1994. Lyceum Books.
- Meltsner, A. J., Policy Analysts in the Bureaucracy, 1976. University of California Press.
- Quade and Carter, Analysis for Public Decisions, 3rd ed., 1989. New York: North-Holland.
- Reich, R. A., The Power of Public Ideas, 1988. Harvard University Press.
- Rivlin, A. M., Systematic Thinking for Social Action, 1971. Brookings.
- Rose, R. Lesson-Drawing in Public Policy, 1993. Chatham House.
- Rushefsky, M. E. Public Policy in the United States: Toward the 21st Century, 1990. Brooks/Cole.
- Starling, Strategies for Policy Making, 1988. Dorsey Press.
- White et al., Managing Public Systems: Analytic Techniques for Public Administration.

**Course Number, Title, And Credits**

PPA 696 RESEARCH METHODS IN PUBLIC ADMINISTRATION (3 UNITS)

**Course Instructors**

Hicks Marlowe  
John Ostrowski  
Michelle Saint-Germain  
Robert Spencer

**Course Prerequisites**

Undergraduate Degree

**Course Objectives**

1. Understand the major theoretical and philosophical approaches to research in public policy and administration.
2. Become familiar with the major techniques in research in public policy and administration.
3. Develop the skills necessary to find, read, understand, and critique published research.
4. Acquire a working knowledge of the skills involved in research and analysis, as well as problems, obstacles, and ethical concerns.
5. Learn how to discriminate among and interpret commonly used statistics.
6. Complete a prospectus for your PPA 697 Directed Research Project.

**Course Description**

This course is an introductory graduate course in the theory and practice of social science research applied to public sector problems. The course focuses on the design, development, and implementation of public sector research projects. It centers around the tools and techniques of research and their application to the development of a formal research design. This course introduces the student to some of the uses of computer resources in research methods.

The purpose of this course is to acquaint students with major research and analytical techniques used in public policy and administration. The course is designed to both promote an understanding of the theories and approaches to public administration research and help the student to acquire a working knowledge of the skills involved in research and analysis.

This course is useful for students planning a career in public management, policy analysis, or academic research. By the end of the course, the student should know more about the types of research being conducted by people in the public sector today; about opportunities for further study in research methods; and about careers in the field.

There are no pre-requisites for this course. However, it does involve the use of some statistical and quantitative analytical techniques. Students should be able to perform

basic mathematic and statistical operations. Completion of a prior course in statistics would be useful.

### **Major Topics Covered**

#### **Topic: Basic Approaches or Theories of Knowledge**

Traditional, belief, faith; Scientific Method; Describe, Explain, Predict, Control through observation & recording; Public sector applications & problems

#### **Topic: Stating the Research Question**

Problem definition, topic selection, researchable problems; Review of relevant literature; Computer-based searching for information; Models and model construction; Concepts, variables, hypotheses, theories, paradigms

#### **Topic: Research design**

Determine type of study--descriptive, relational, causal;  
Experimental Designs; Control Group Pre-test/Post-test Design; Post-Test only Control Group Design  
Quasi-Experimental Designs; Comparison/static Group Design; Interrupted Time Series Design; Interrupted Time Series with Comparison Group  
Pre-experimental/descriptive Designs; Cross-Sectional Design; Longitudinal Designs; Time Series Design; Panel Design; Case Study Design

#### **Topic: Measurement and operationalization**

Selection and definition of variables; Unit of measurement (who); Time frame (when); Research setting (where); Conceptual Definitions; Operational Definitions; Measurement reliability; Measurement validity; Threats to Internal Validity; Threats to External Validity

#### **Topic: Sampling**

Sampling theory; Probability Sampling; Simple Random Sampling; Systematic Random Sampling; Stratified Random Sampling; Cluster Sampling; Non-probability sampling; Convenience, expert, quota, purposive; Sample size; Requirements, conditions and limitations; Calculations; Uses

#### **Topic: Ethical considerations**

Ethical Purposes of Research; Ethical Treatment of Subjects; Peer Review Controls; Issues for Administrators; Institutional Review Boards

#### **Topic: Data Collection Instruments**

Questionnaire creation; Question design; closed-ended, open-ended; graphic scales, likert scales; loaded questions, question bias; Question ordering; funnel questions, inverse funnels; Placement and use of demographic questions; Instrument layout and design considerations  
Standardized Tests; Interview Schedules; Forms for Observation; Using computers

as data collection instruments

**Topic: Data Collection Strategies**

Secondary Data Collection; Finding data; appropriate level of analysis; Access to data, confidentiality; Verification of data; Checking sources, accuracy, replicability;

Surveys; Mail surveys, self-administered surveys; Telephone surveys; Face-to-face surveys; In-person interviews, depth interviews; Focus group interviews, focused interviews; Delphi technique, Nominal group technique; Participant Observation; Field research

**Topic: Qualitative Data Analysis**

Scenarios; Types and design; Uses; Limitations

**Topic: Simple data analysis**

Univariate Data Analysis; Frequency Distribution; Graphs; Univariate Statistics; Normal Curve; Measures of Central Tendency; Mode, Median, Mean; Measures of Dispersion, Range, Standard Deviation, Z-scores

**Topic: Measures of Associations**

Student's t-distribution; Simple (Bi-Variate) Linear Regression; Scatterplots; Steps in Linear Regression; Assumptions of Linear Regression; Time Series Regression

**Topic: Testing for Statistical Significance**

State the Research Hypothesis; State the Null Hypothesis; Type I and Type II Errors; Select a probability of error level (alpha level); Select the statistical test to use; Compute the statistic; Interpret the statistic

**Topic: Research results reporting and presentation**

Audience for the results; Oral Presentation; Charts and Tables, power point, handouts;

Written Reports; Executive Summary; Introduction; Problem Statement; Background; Hypothesis; Literature Review; Research Design; Ethical Concerns; Research Methods; Data Analysis; Results, interpretations; Conclusions, recommendations; Appendices, Charts and Tables

**Required Text:**

O'Sullivan and Rassel, Research Methods for Public Administrators, current edition.

*Supplemental Texts:*

Bingham, Richard D. and Claire L. Felbinger. Evaluation in practice: a methodological approach. New York: Longman, 1989.

- Hoover, Kenneth, The Elements of Social Scientific Thinking, current edition, St. Martin's Press.
- Kuhn, Thomas S. The structure of scientific revolutions, 3rd ed. Chicago, IL: University of Chicago Press, 1996.
- Mills, C. Wright. The sociological imagination. New York: Oxford University Press, 1967.
- Babbie, Earl R. The practice of social research, 7th ed. Belmont: Wadsworth Pub. Co., 1995.
- Meier, Kenneth J. and J. L. Brudney. Applied Statistics for Public Administration, 3rd ed. Belmont, CA: 1993.
- Weiss, Carol H. Evaluation: methods for studying programs and policies, 2nd ed. Upper Saddle River, NJ: Prentice Hall, 1998.
- Welch, Susan and John Comer, Quantitative Methods for Public Administrators, Second Edition.

**Course Number, Title, And Credits**

PPA 697 DIRECTED RESEARCH PROJECT (3 Units)

**Course Instructors**

Daniel M. Barber  
Stephen K. Blumberg  
Martha J. Dede  
Edward Martin  
William Moore  
John Ostrowski  
Michelle Saint-Germain

**Course Prerequisites**

Advancement to candidacy; completion of all core courses

**Course Objectives**

The student will formulate, conduct, and complete a project that will analyze a research topic or issue of significance to the field of public policy and administration.

**Course Description**

The Directed Research Project provides the student with a meaningful capstone research experience as a part of his or her professional preparation. The student synthesizes the learning that has occurred in the core courses.

PPA 697 is a supervised experience in the application of theory and analytical tools to administrative processes and policy formulation in the public sector. The successful project reflects a capacity to perceive the nature and ramifications of selected issues that confront the public administrator.

***Major Topics Covered***

The topic selected for the research study may be directly related to the field of public policy and administration and to the career interests, needs, and objectives of the student as an administrative generalist, a specialist in administrative skills, or an administrator of a specific functional area. The Directed Research Project should provide an active research experience that is directly applicable to an examination of administrative processes or policy analysis in public agencies and should produce a usable outcome. A student should be advanced to candidacy and have completed all core courses prior to enrolling in PPA 697.

At the beginning of the semester, the student should submit to the instructor a Directed Research Prospectus, which defines the focus of the research. It includes:

1. The specific area within the general field of public policy and administration
2. The precise question(s) to be addressed
3. The hypothesis to be tested
4. The methodology to be used in conducting the research
5. The sources and availability of information
6. The expected results
7. The importance or implications for public policy and/or administration

The Directed Research Prospectus must be presented to the instructor for approval before moving to the following steps:

Week 5: The student should submit an outline with a preliminary bibliography.

Week 10: The student should submit a rough draft of the final report to the instructor for discussion and feedback.

Week 13: The student should submit two copies of the final project to the instructor. One copy will be kept by the Department and the other returned to the student.

To complete the Directed Research Project within one semester, the student should enroll in the full three course units at the beginning of that semester.

To complete the Directed Research Project over more than one semester, the student can enroll for at least one course unit in the first semester and one or more units in each subsequent semester, up to the limit of three course units total.

If the student has already enrolled in three course units of PPA 697 but requires additional time to complete the degree, the student may enroll in XGS-700 (see Student Handbook, Part IV).

A grade report must be filled out for each semester in which a student is enrolled in PPA 697. Please consult with the instructor to reach a clear understanding of what will be considered satisfactory progress in order to receive the designation "SP." It is the responsibility of the student to ensure that all agreements are kept and that all deadlines are adhered to. Please make regular appointments with the instructor and re-schedule them if unforeseen circumstances arise.

The student should be familiar with and adhere to the University General Regulations and Procedures as stated in the CSULB catalogue regarding cheating and plagiarism. These regulations have also been adopted by the Graduate Center for Public Policy and Administration. Cases of cheating or plagiarism are subject to such sanctions as change of grade as well as other measures. In addition, the Graduate Center for Public Policy and Administration does not permit the submission of required course term papers in more than one class. PPA 697 project reports must be based on original work and may not be reproductions, in whole or in part, of work completed by others.

## *References*

A general list of related sources is provided at the end of this syllabus. In addition, the instructor will provide specific references for each student according to the topic of the research. A handout on finding information through electronic sources (e-mail, internet, world wide web, etc.) is also available.

## **II. Course Abstracts**

### **2. Elective Courses**

**Course number, title, credits**

PPA 510 - PUBLIC ADMINISTRATIVE MANAGEMENT PROCESSES (3 Units)

**Course instructors**

Thomas G. Mauk

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

1. Exposure to terminology and techniques of the public manager.
2. Gain understanding of:
  - a. Public personnel administration including staffing, training and collective bargaining
  - b. Public finance, budgeting and related techniques
  - c. Planning administration and techniques
  - d. Decision making techniques
  - e. Public program development, implementation and evaluation
  - f. Use of information technology
  - g. Political administrative behavior
  - h. Negotiating skills and techniques
  - i. Exposure to contemporary issues regarding the proper role of government in the provision of services and goods.

**Course Description**

Analysis of public administrative/management processes from perspective of public finance and budgeting, public personnel systems, standards of efficiency and effectiveness in conduct of the public's business, and role and use of organizations and administrative processes to achieve public objections.

*Major Topics Covered*

Management in the Public Arena  
Planning and Decision Making  
Directing Implementation and Evaluation  
Information Systems and Computer Utilization  
Designing Effective Organizations  
Organizations, Responsibility, Leadership  
Personnel Function in the Public Sector  
Unions and Equal Opportunity  
The Finance Function: Revenues and Expenditures  
Evaluating Financial Condition  
Public Budgeting Approaches

The Budget Process: Productivity & Innovation  
Accountability and Performance Measurement  
Public Sector-Private Sector Partnership  
Role and Function of Political Systems  
Codes of Ethics for Public Administrators

**Required Texts**

Starling, Grover, Managing the Public Sector. Homewood, IL: Dorsey Press), 4th Edition. 1993

Osborne, David and Ted Baebler, Reinventing Government. Reading Mass.: Addison-Wesley Publishing Company. 1992.

**Course number, title, credits**

PPA 512 URBAN EXECUTIVE MANAGEMENT (3 Units)

**Course instructors**

Tom G. Mauk

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

1. Develop an appreciation of the role and responsibility of the Urban Executive.
2. Develop an awareness of the concepts and practices within the field of public policy and urban management.
3. Develop an understanding of the constantly changing urban environment and issues and the need for the Urban Executive to maintain creativity while managing a traditional organization structure.
4. Develop increased awareness and understanding of the individual's role within public agencies, including both the operational and ethical aspects.
5. Develop an awareness of the Urban Executive as an internal change agent as well as an agent that deals with externally generated change.

**Course Description**

Students will be provided with an overview of the various types of problems confronting today's urban administrator and the possible means of solving some of these pressing problems. Subjects to be included are public policy in a changing society, new strategies for managing local government, new frontiers in planning and controlling financial resources, and the dynamics of personnel and labor relations.

***Major Topics Covered***

Urban Executive Skills for the 90s  
Urban Executive as a Leader  
Chief Executive as Politician, Administrator and Negotiator  
Ethical Standards of Public Executives  
From Intracommunity to Intercontinental  
Changes and Service Demands  
Earth Day 1990 and Beyond

**Required Texts:**

Naisbitt, John and Patricia Aburdene, Megatrends 2000, (New York, William Morrow and company, Inc., 1990.  
Osborne, David and Ted Baebler, Reinventing Government (Massachusetts;

Addison-Wesley Publishing Company, 1992.  
Blanchard, Kenneth, and Spencer Johnson, The One Minute Manager, (New Jersey,  
William Morrow and Company, Inc., 1982.)

**Course number, title, credit**

PPA 514 MUNICIPAL LAW FOR ADMINISTRATORS (3 Units)

**Course Instructors**

Michael R. Ferrall  
Evelyn G. Schipske

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

Students will gain an understanding of the basic power of cities including regulatory (police) powers, corporate (service) powers, taxation and eminent domain. Students will acquire skills in the use of legal terminology and will explore problem solving by legal analysis. In addition to the traditional legal theories, we will examine the new parameters and changing standards in a litigious society looking for "deeper pockets," slower growth, greater citizen participation, more openness and accountability in government and a "higher quality of life." The course will cover the legal aspects of a wide variety of local government problems facing public administrators today.

The student will form an accurate picture of the basic and fundamental principles involved in the field of municipal law. A general familiarity with the laws that govern or impact upon the municipal administrator in the performance of duties will be another expected outcome. We will gain a better understanding of how the legal analysis process works in specific cases, and gain experience identifying legal issues in factual situations. The student will learn to distinguish facts from opinions, and legal issues from policy issues. The course should provide administrators with an insight to more efficient use of their legal counsels' services.

**Course Description**

This course examines the major laws and legal issues affecting local government today. The basic powers of cities including regulatory (police) powers, corporate (service) powers, taxation, and eminent domain will be studied. This course will develop problem-solving abilities through legal analysis and will explore the new parameters and changing standards in a litigious society looking for "deeper pockets," slower growth, and greater citizen involvement in local government.

***Major Topics Covered***

Introduction to Municipal Law and Legal Concepts  
Conflicts of Interest and Ethics in Municipal Government  
Council and Commission Procedures and Open Meeting Law  
Issues in Public Sector Labor Law

Risk Management/Municipal Liability and Civil Court Police Cases  
Land Use Regulations: Traditional Planning and Zoning  
Land Use Regulations: Recent Trends  
Recent Issues in Redevelopment and Public Finance  
Legislative Body Practical Application  
Constitutional Law/Citizen Advocacy  
Public Works Contracts and Regulatory Functions  
Environmental Law, Integrated Waste Management Plans, and Hazardous Waste Problems

**Required Texts:**

Patterson, J. M., Current Local Government Legal Issues in California, (a compilation of papers), 1994.

League of California Cities Proceedings, City Attorney's Department (Selected papers from several annual conferences will be provided by the instructor.

**Course number, title, credit**

PPA 515 ADMINISTRATIVE REPORT WRITING (3 Units)

**Course Instructors**

Angela C. Ovalle

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

In today's competitive employment market, getting and keeping a new job often will depend on the strength of writing and oral presentation skills. The purpose of this course is to help students develop confidence in their writing skills, to master the principles of generally accepted good English usage, and to teach them to present ideas clearly, concisely, and in a well organized sequence. Students will learn to structure a report, to draft and write a document in clear, concise, persuasive language, and to edit their own work. The course will also emphasize the techniques of presenting and illustrating oral reports. As a result, students will (1) develop a writing style that results in clear communication; (2) understand the fundamentals of administrative report writing; (3) and be able to present written material in an effective and persuasive manner.

**Course Description**

The purpose of the course is to teach students the basic steps in preparing those written documents most frequently required of public administrators. Through readings, lectures, class discussions and intensive drills, students will develop knowledge of how to prepare a wide variety of written reports from the initial assignment to the completed document.

***Major Topics Covered***

Topics covered include: concepts of communication, organization, the art of persuasive writing, the art of interesting writing, special writing projects, multi-cultural audiences, graphic aids, grantwriting, and oral presentations.

**Required Texts**

Becker, H.S. Writing for Social Scientists: How to Start and Finish Your Thesis, Book or Article. University of Chicago. 1986.

Oliu, W.B., etc. al. Writing That Works, 3rd ed. N.Y., St. Martin's Press, 1988.

Strunk, W. & White, E.B., Elements of Style, 3rd. ed., N.Y., Macmillan, 1979.

Kiritz. Program Planning and Proposal Writing. (Grantsmanship Center Reprints)

**Course number, title, credit**

PPA 517 ANALYTICAL SKILLS DEVELOPMENT (3 Units)

**Course Instructors**

Maritza Rodriguez-Farr

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

1. To provide students with quantitative and qualitative techniques necessary to perform a technically correct analysis in a governmental organization.
2. To assist students to understand the political realities of governmental decision making.
3. To develop student's skills in communicating the results of analysis in an effective manner.

**Course Description**

This course is designed to develop or improve the skills needed to perform analytical work in the public sector. There will be a dual emphasis wherein both quantitative and behavioral/political aspects of analysis in government are explored for governments, community-based and non-profit organizations. Cost-benefit analysis, and report preparation and presentation will be covered.

***Major Topics Covered***

Introduction to Analysis and the Analytical Process  
Problem Definition, Diagnosis, and Modeling  
The Tools of the Trade  
Analysis in Strategic Planning, Budgeting and Organization  
Systems and Procedures Analysis - Evaluation  
Bringing together all the parts of the analytic process

**Required Texts:**

Huff, Darrell, How to Lie with Statistics, W.W. Norton, 1954.

Hatry, Harry et. al., Program analysis for State and Local Governments, The Urban Institute, 1976.

Cleland, David I. & King, William R., Systems Analysis and Project Management, 3rd Ed., McGraw-Hill, 1983.

**Course number, title, credit**

PPA 521 MICROCOMPUTER MANAGEMENT FOR PUBLIC ADMINISTRATORS  
(3 Units)

**Course Instructors**

John W. Ostrowski

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

This course is to provide the student with a basic knowledge of the design and management issues surrounding the use of computers in public organizations, including impacts on managerial decision making and organizational productivity. Second, to introduce students to major computer applications in common use in public organizations. Third, to prepare students to effectively use computer-based applications as problem-solving tools in the managerial environment.

**Course Description**

A seminar for public administrators focusing on the design, development, and management of microcomputer systems and applications in public organizations. There is a dual emphasis in the course; analysis of critical concepts and issues relating to the management of microcomputer systems, and hands-on computer laboratory experience in the design, development and use of microcomputer applications.

***Major Topics Covered***

Role of Computers in Public Management

System Design: Elements of an end-user computing system, conducting a needs assessment.

System Design: Selection of software and hardware components.

System Design: Communication, networks, and implementation.

Application Development: Developing a framework for problem analysis.

Application Development: Assessment of student-developed problems

Application Development: First through third case study analysis.

Management Issues: System management and support strategies.

Management Issues: Human Factors in computer systems management

**Required Texts:**

Sacco, John and John Ostrowski, Microcomputers and Government Management: Theory and Design of Applications

Strock, Barry and Dave Adkins, The Municipal Computer Systems Handbook.

**Course number, title, credit**

PPA 522 AUTOMATING GOVERNMENT ADMINISTRATION (3 Units)

**Course Instructors**

John W. Ostrowski

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

1. To provide students with a basic understanding of computers and their use in public administration.
2. To introduce new technology in public management systems with the aid of the General Services Department of the City of Long Beach, Lakewood's Finance Department, the Garden Grove Police Department, and the Orange County Data Services Department.
3. To introduce students to the actual use of an on-line system in developing budgets, and to demonstration packages of other systems.
4. To provide an overview of programming and SPSS so students can learn both the benefits and limitations of computer uses.

**Course Description**

An examination of the use of computers to assist government management, with special emphasis on the automation of services such as finance, public safety, and administrative departments. The course will provide an introductory background in computers and their applications to government systems and services.

***Major Topics Covered***

Introduction to Campus Computers  
Computer Services in Local Governments  
Running a Program  
Designing Systems  
ICMA Government Software  
Computer Management in a Contact City  
Management Information Systems  
Improving Productivity in Law Enforcement  
Apple Computers and Local Government  
Automating City Financial Management  
Computerization of Purchasing, Inventory in Large Governments  
Computer Research Assistance in Law Enforcement

**Required Texts:**

Strock and Adkins, The Municipal Computer Systems Handbook.

Taylor, Using Microcomputers in Social Agencies.

**Course number, title, credit**

PPA 523 URBAN INFORMATION SYSTEMS FOR PUBLIC MANAGEMENT (3 Units)

**Course Instructors**

John W. Ostrowski

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

First this course provides the student with a basic knowledge of the design and management issues surrounding the use of computers in public organizations, including impacts on managerial decision making and organizational productivity. Second, to introduce students to major computer applications in common use in public organizations. Third, to prepare students to effectively use computer based applications as problem-solving tools in the managerial environment.

**Course Description**

The purpose of this course is to expose MPA students to two of the most significant information technologies impacting government management as we move to the twenty-first century: The World-Wide Web (Internet) and G.I.S. (Geographic Information Systems). This course will introduce students to the tools and techniques used to construct Web pages and their appropriate usage. Students will also be exposed to the design, development, and use of G.I.S. in public organizations. This is a hands-on course which makes extensive use of computer technology, including Internet access to the World-Wide Web and e-mail.

***Major Topic Covered***

The role of microcomputers in public management.

System Design: Elements of an end-user computer system, conducting a needs assessment.

System Design: Selection of software and hardware components.

System Design: Communication, networks, and implementation.

Application Development: Developing a framework for problem analysis.

Application Development: Access applications.

Application Development: Spreadsheet-based budget.

Application Development: Spreadsheet applications for statistical and numerical analysis.

Application Development: Database Management Systems.

Application Development: Developing a personal DBMS.

Application Development: Designing integrated applications.

Management Issues: System management and support strategies.

Management Issues: Impacts on the organization structure, security problems.

Management Issues: Human Factors

Application Development: Exploring additional computer tools.

**Required Texts:**

Schrodt, Philip A., Microcomputer Methods for Social Scientists.

Strock, Barry and Dave Adkins, The Municipal Computer Systems Handbook.

**Course number, title, credit**

PPA 525 NON-PROFIT MANAGEMENT (3 Units)

**Course Instructors**

Martha J. Dede

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

1. Have knowledge of the rich and varied history of nonprofit organizations in the United States;
2. Be able to articulate the important roles the nonprofit sector assumes in American economic, social and political life;
3. Be able to identify and critically assess management challenges unique to nonprofit organizations; and have better understanding of the interdependent roles between and among community, nonprofits and government.

**Course Description**

Examination of the history, principal characteristics, scope and unique management challenges confronting the nonprofit sector in the United States. While the sector as a whole, in all its variety, will be addressed, particular attention is given to management issue. Among them: Board development, fund development and marketing, volunteer management.

***Major Topics Covered***

Nonprofit organizations can, and do, have breathtaking impacts upon the American social, economic and political experience. We will discuss some of those impacts over the first couple of sessions; however, it is worth noting that while those impacts -- or the potential for them -- are profound indeed, the capacity for nonprofits to realize them is greatly compromised without good management. In fact, until formal university-based nonprofit management courses and curricula exploded on the scene in the mid-1980's, nonprofit managers were often criticized for their "methodless enthusiasm" in management. With that in mind, we will focus most of our attention in the course on management and governance in nonprofit organizations in the United States.

**Required Text:**

Robert D. Herman & Associates. 1994. The Jossey-Bass Handbook of Nonprofit Leadership and Management. San Francisco: Jossey-Bass ("Herman" in reading assignment section).

**Course number, title, credit**

PPA 527 PRODUCTIVITY IN LOCAL GOVERNMENT (3 Units)

**Course Instructors**

Jim Biery

Ruth Ross

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

This course is designed to offer the student of government the historical basis from which today's productivity programs stem, the techniques and tools available to design a successful productivity program, the steps necessary to implement such a program, and the potential opportunities and pitfalls which might occur.

**Course Description**

Productivity improvement has been an area of municipal concern for many years. Its orientation has changed from an early emphasis on time and motion studies to the behavioral approach of the 1990's. Today's focus covers all meanings of productivity improvement and performance measurement as techniques to offset shrinking revenue bases and changing service requirements.

***Major Topics Covered***

In addition to productivity techniques, part of the course will be devoted to program evaluation. Evaluation research involves critical thinking about the outcomes of public programs. Fundamental to the process is the development of relevant measures to judge whether or not program goals are attained. These measures must be defined to fit each program and these may not be applicable for another program.

Appraisal literature is extremely limited; therefore, the thrust of this seminar will be on developing measures for specific programs. The trend in Congress and in the Administration is to demand greater accountability of how federal money is spent by local governments in discretionary programs. These measures are important to justify such things as effectiveness of implementation, the ratio of administrative to delivery costs, government dependency on outside funds, and political dependency to deliver new services.

Local governments in California have only a limited capacity to generate revenues. For example, the state collects, shares, and often earmarks spending for taxes on fuel, cigarettes and liquor. Initiatives now limit property taxes and set ceilings on other taxes. As a result, administrators must be aware of government interdependency and of delivery of effective services.

**Required Texts:**

Popovich, Creating High Performance Governments

Berman, Productivity in Public Non Profit Organizations

**Course number, title, credit**

PPA 533 RACE, INEQUALITY AND PUBLIC POLICY (3 Units)

**Course Instructors**

Edward J. Martin

Rudy D.Torres

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

This course seeks to provide students with an overall framework for the analysis of race, ethnicity, inequality and poverty. It therefore expects students to develop an understanding of both theoretical issues and of specific aspects of the shaping and implementation of public policy in a multicultural democracy.

**Course Description**

There has been considerable political debate over the problems of income inequality and poverty in the U. S. and the inability of public policies to remedy this situation. The Los Angeles "riots" have renewed this debate. The purpose of this seminar is to critically examine this debate and guide students to an understanding of the multiple sources of inequality in American cities. Particular attention will be paid to ways in which race, ethnicity and gender play a role in structuring the urban environment in which inequality originates and operates. In this way, our discussion of racial inequality and social policy will serve as a spring-board for a more elaborate and critical examination of the fundamental philosophical, political and socio-economic problems currently afflicting our post-industrial society.

***Major Topics Covered***

Culture, Race and the Politics of Poverty Discourse

The Politics of Inequality and the Economy

Women, Work and the Welfare State

The Declining Significance of Race or the Increasing Importance of Class

Race, Inequality and Poverty in Los Angeles Neighborhoods

California's Multi-Ethnic Future: Race and Ethnicity in the Postmodern Age

Educational Inequalities and School Failure

Choices for Policy and Practice: The Agenda of Reform

**Required Texts:**

Jencks, Christopher, Rethinking Social Policy: Race, Poverty and the Underclass, Harvard

University Press, 1992.  
Miliband, Ralph, Divided Societies: Class Struggle in Contemporary Capitalism, Oxford University Press, 1989.  
Sidel, Ruth, Women and Children Last, Penguin, 1992.  
Katz, Michael B., The Undeserving Poor, Pantheon Books, 1989.

**Course number, title, credit**

PPA 535 INTERGOVERNMENTAL RELATIONS (3 Units)

**Course Instructors**

Evelyn G. Schipske

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

This course will acquaint the student with fundamental concepts and issues of intergovernmental relations in the United States. Topics to be covered include history of the field, interorganizational management, intergovernmental flow of resources, legislative processes, intergovernmental advocacy, regional government, and inter-local relations.

**Course Description**

This course will present fundamental concepts and issues of intergovernmental relations in the United States. Topics covered include history of the field, intergovernmental revenues and expenditures, state and *federal legislative processes*, *legislative advocacy*, *interorganizational management*, and *current issues*.

**Major Topics Covered**

Foundations of Intergovernmental System; Federalism  
History of Intergovernmental System  
Intergovernmental Revenues; Trends and Issues  
Regulatory Issues  
Judicial Federalism: Conflicts and Confusion  
State Legislative Process  
Federal Legislative Process  
Federal Budget Process  
Interorganizational Management  
Substate Regionalism; Councils of Government  
Federal-State/Federal-Local/State-Local/Interlocal Relations  
Current Issues and Future Trends

**Required Text:**

Wright, Deil S., Understanding Intergovernmental Relations. 5th ed. Pacific Grove, CA: Brooks/Cole Publishing Co., 1993.

**Course number, title, credit**

PPA 540 GRANTS ADMINISTRATION AND MANAGEMENT (3 Units)

**Course Instructors**

Jeff Camera

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

This course has been designed to allow both the experienced and novice grant writers to develop the skills and tools necessary to write successful grant proposals. The format of the course has been designed to allow for flexibility based upon the overall experience of the class. Each student will be taken through a systematic approach to the development of a grant proposal and will be given the opportunity to further enhance their current grant writing skills.

**Course Description**

The approach designed for this class begins with a philosophical approach to grant writing. Varying philosophies will be discussed during the course of the semester, and each student is encouraged to develop their own unique style to grant writing.

During the semester students will be exposed to a step-by-step approach to the overall development of grant writing. Each student will be required to develop, analyze, research, and create a completed grant proposal and present the conceptual proposal to the class at the end of the semester. During the course of this semester, students will be exposed to various approaches and methodologies to grant writing as well as presented with information on the grant review process. Students will be given the opportunity to present and answer questions pertaining to their individual proposal as well as provide insight into other grant proposals submitted.

***Major Topics Covered***

Examination of the various types of financial and technical assistance to local public and quasi-public agencies. Strategies for locating and obtaining grant program support. Developing an effective project management system for externally funded projects.

**Required Text**

GRANTSEEKER'S TOOLKIT: A COMPREHENSIVE GUIDE TO FINDING FUNDING

Author(s): Cheryl Carter New and James Aaron Quick

Publisher: John Wiley & Sons, Inc.

**Course number, title, credit**

PPA 542 EMERGENCY PLANNING AND MANAGEMENT (3 Units)

**Course Instructors**

Phillip R. Cameron

Pat A. Proano

Joseph A. Rizkallah

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

1. The course will work toward the goal of what issues to consider in planning and managing local large-scale emergencies.
2. Understanding of emergency management organizational and planning.
3. Knowledge of selected techniques for planning and various cases.

**Course Description**

This course provides an overview of the field of Emergency Management. The focus being that of the Standardized Emergency Management System (SEMS) utilized in California and the Federal Emergency Management Agency's mechanisms for city state and local agency financial recovery. Attention will be given to private and non-profit organizations that influence and contribute to the field of emergency management as well as environmental hazards that are associated with processes of manufacturing and transportation. Through field trips, the internet, and lectures a wealth of information will be explored.

***Major Topics Covered***

The Aim and Scope of Emergency Management

Principles and Process of Disaster Preparedness

Principles and Process of Hazards Mitigation

Principles and Process of Disaster Relief and Recovery

Technology and Emergency Management

Public Administration, Policy and Emergency Management The Politics of Disaster

Overview of U.S. Hazards and Emergency Management System

Overview of the Political Dimension of Disaster

Terrorism and Emergency Management

History of Terrorism in the U.S.

Management Skills and Principles

Disaster Response Operations and Management

Citizen/Family/Community Disaster Preparedness  
Business and Industry Crisis Management  
Issues in Emergency Management  
Living in a Hazardous Environment  
Earthquake Hazard Management and Operations  
Hazardous Materials Management  
The Economics of Disaster  
Emergency Management for the Public Health Community  
Legal Context of, Including Posse Comitatus and Civil Liberties Concerns

**Required Texts:**

Federal Emergency Management Agency: Free to download, copy, or order from FEMA.  
(Select own load materials and either open and print or save to disk)

Emergency Program Manager: An Orientation to the Position (IS1)  
<http://www.femagov/enlifisi.htm>

The Professional in Emergency Management (IS513) <http://www.fema.gov/emi/is513.htm>

**Course number, title, credit**

PPA 543 COASTAL/MARINE RESOURCE POLICY (3 units)

**Course Instructors**

David Fischer

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

Students will study the policy processes as applied to coastal and marine resources. The course will review the uses, issues, and conflicts within the coastal and exclusive economic zone, and the public sector responses to balancing development and preservation demands via policy mechanisms.

**Course Description**

Conflicts for the public sector arise from the heavy development and use of the Southern California shoreline and water surface areas. The coastal-marine zone supports a variety of public and private objectives as it continues to attract wide-ranging and high-valued uses. As more public and private commerce focus on this area, use conflicts grow as well as the impact on the zone itself. This course is designed to survey coastal/marine resources, their uses, and the ensuing conflicts. The factors generating conflict and the management interests involved will be viewed from the perspectives of local managers and users. Guest speakers, field trips and case studies will comprise the course as appropriate and available.

***Major Topics Covered***

Learn course overview, theoretical framework, nature of coastal/marine resources and uses.

Learn federal, state and local roles in coastal land use and marine planning, understanding integration of environment with development and conflict resolution.

Learn about shoreline use and water surface use conflicts, observe variety of uses and impacts,

Learn from direct experience the values, uses and conflicts over wetlands.

Learn about offshore petroleum development and environmental impact.

Learn from direct observation the complexity of drilling and safety issues; in marina see water use conflicts, shoreline protection issues.

Learn from direct observation the issues surrounding a tourist island adjacent to a large coastal population.

**Required Texts:**

David Fischer, 1997. Coastal and Ocean Resource Policy: A Reader. Long Beach:

*Supplemental Text:*

California Coastal Resource Guide, 1987. Berkeley: University of California Press.

**Course number, title, credit**

PPA 546 THE URBAN CRISIS AND THE PUBLIC ADMINISTRATOR (3 Units)

**Course Instructors**

Stephen K. Blumberg

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

This course will help to make students more aware of what is actual being done in the Los Angeles metropolitan area in attempting to deal with urban problems. The major focus of the course will revolve around the contact which students will have in class with representatives of various urban agencies. These representatives will discuss their particular agency, its relationships with the society, and the implications of the agency's goals to public administration.

1. Basic awareness of some of the literature of urban affairs, race relations, urban decision making/power relationships, and related subjects.
2. Knowledge and understanding of the activities and responsibilities of various urban agencies.
3. Better awareness of the systemic interrelationships of urban problems.
4. Expanded thinking about, and ideas for, dealing with the urban crisis.

**Course Description**

A survey of the history of urbanization, the literature of urban power relations and decision-making, and the dynamics of race relations in the urban environment. Extensive interfacing with urban agency representatives will be a major focus of this course.

***Major Topics Covered***

Introduction to the Urban Crisis

The Urban Context

The Urban Political Process

Participation in Urban Politics

Urban Policy and Governance

**Required Text**

Kweit, R.W. and Kweit, M.G., People and Politics in Urban America. Pacific Grove, CA: Brooks/Cole Publishing Company, 1990.

**Course number, title, credit**

PPA 547 LOCAL GOVERNMENT ECONOMIC DEVELOPMENT PROCESSES  
(3 Units)

**Course Instructors**

Chris E. Kelly  
William R. Kelly

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

The student will be involved in a detailed discussion of the nature and goals of a locally based economic development program as well as a thorough exploration of real estate development economics from the public and private perspective. The course will provide an overview of the process of designing and implementing an economic development program. Emphasis will be placed on defining incentives for and constraints on public and private investment, and the development of a public marketing effort. The student will be exposed to the private development and financing processes for commercial, industrial, and residential properties.

**Course Description**

A detailed discussion of the nature, goals and processes of locally based economic development programs. Definition of governmental incentives designed to maximize private investment. A thorough exploration of property-related revenues from both the public and private perspective.

***Major Topics Covered***

Real Estate development, economics and financing techniques.  
Land use as a determinate of the character and viability of a political subdivision  
Industrial development  
Residential development  
Nature and economics of retail development  
Organizational issues relating to local economic development  
Public/Private partnerships and the economics involved  
Ethical issues in redevelopment

**Required Text:**

Real Estate Review Portfolio No. 4 - Analyzing A Real Estate Investment.

Revised Edition. Warren, Gorham & Lamont. Boston, New York

**Course number, title, credit**

PPA 548 HOUSING PROBLEMS AND THE URBAN ADMINISTRATOR (3 Units)

**Course Instructors**

Stephen K. Blumberg

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

1. Give public administrators a better awareness and understanding of urban housing problems.
2. To explore the impact of housing problems on other areas of concern to the urban public administrator.
3. Broaden the perspective of public administrators in terms of their knowledge of the vast array of urban housing problems.
4. Enhance the public administrator's ability to deal with housing problems.
5. Increase the public administrator's level of understanding of the ramifications of housing problems.
6. Assist in leading to more smoothly run cities.

**Course Description**

An overview of housing problems in contemporary urban society. This course will increase the public administrator's awareness of the interrelationships between local government administration and housing problems, and facilitate the public administrator's ability to deal with these problems.

***Major Topics Covered***

Evolution of Local Housing Involvement  
Conservation and Rehabilitation  
Developing and Managing Housing; Innovative Financing  
Changing Housing Markets  
Housing and the States  
NIMBY effects in housing planning  
Responding to new populations

**Required Text:**

Nenno, Mary K., Housing and Local Government. Washington, D.C.: International City Management Association, 1982.

**Course number, title, credit**

PPA 549 THE MUNICIPAL COMMUNITY DEVELOPMENT PROCESS (3 Units)

**Course Instructors**

Robert G. Orpin

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

The course will provide the student with an overview of the role of local government in the community development process, including the integration of urban planning, zoning, subdivisions, housing, community development block grants, economic development and redevelopment functions. Major emphasis of the course will be placed on analyzing the redevelopment process, and in particular, determining what it can do and what it cannot do and how to organize for redevelopment and how redevelopment activities are financed. The political implications of redevelopment activities is analyzed. Types of redevelopment projects will be studied including specific case studies. The class will focus on strategies for success and pitfalls to avoid. The course will include a variety of lectures, class discussions, audio visual presentations, and guest speakers. The orientation of the class will be heavily weighted towards experiential learning.

**Course Description**

An overview of the municipal community development process with particular emphasis on the integration of municipal planning, zoning, housing, social service, and redevelopment functions. Emphasis will be given to the impact of federal Community Development Block Grants on the local process.

***Major Topics Covered***

The City Planning Function

City Deal Making

Redevelopment in California

Redevelopment Law/Tax Increment Financing

Political Realities of Redevelopment; Conflicts of Interest

Steps in Establishing a Redevelopment Project

Property Acquisition; Selection of the Developer and the Negotiation Process; Property Disposition

Discussion of a Redevelopment Project from "Start to Finish"

The Role of Local Government and Redevelopment Agencies in Housing Programs;

Relocation Requirements

Local Economic Development

Community Development Block Grant Program; Growth Management; Mello-Roos Act

**Required Text:**

Beatty, Coomes, Hawkins, Quinn & Yang, Redevelopment in California, Solano Press Books, 1991. City Deal Making, Urban Land Institute, 1990.

**Course number, title, credit**

PPA 550 URBAN TRANSPORTATION PLANNING (3 Units)

**Course Instructors**

Victor N. Kahmi

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

The student will gain an understanding of urban transportation policy and planning at the federal, state and local levels of government. Emphasis will be placed upon Southern California transportation issues, future scenarios and choices.

**Course Description**

This course examines the comprehensiveness, complexity, and other issues inherent in the urban transportation planning and policy processes in urban areas. It provides an examination of the status of urban transportation activities, needs, and discusses the near and long-term options for the future. It analyzes the numerous institutional, political, economic, environmental, and technical obstacles to improving urban transportation.

***Major Topics Covered***

The Economy

Demographics

Energy and the Environment

Development Patterns

Urban Goods Movement

Mobility

Technology and Demand Management

Resources

Commuting Trends

Transportation Design Features

Land use and tenant mix considerations

Suburban traffic management

Supply and demand side remedies

Institutions--Federal, State Regional, and Local Players/Programs

Southern California future transit needs

**Required Texts:**

Cervero, Robert. Suburban Gridlock, New Brunswick, New Jersey: Center for Urban

Policy Research, Rutgers University, 1986, second printing, 1988.

National Research Council, A Look Ahead--Year 2020. Washington, D.C.: Transportation Research Board, Special Report\_#220, 1988.

Downs, Anthony. Stuck in Traffic. The Brookings Institution, Washington, D.C., and The Lincoln Institute of Land Policy, Cambridge, Massachusetts, 1992.

**Course number, title, credit**

PPA 552 AIRPORT & SEAPORT POLICY & MANAGEMENT (3 units)

**Course Instructors**

David Fischer

Chirs Kunze

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

This course will provide the student with a working knowledge of the breadth and depth of the discipline of airport administration, how the application of that discipline may vary from airport to airport based on many factors, what the state of the industry holds for the southern California region, and what alternatives the future may hold for the airport user and airport neighbor.

**Course Description**

Airport management, policy and planning; key management and staff tasks for commercial and general aviation operations, including ground access and facility management. Specialized functions addressed include: forecasting demand, capital facility design, construction, operation and funding, continuing planning, board management, operations, licensing, safety, environment, interrelationship with other transportation modes, passenger and freight issues, and labor relations.

***Major Topics Covered***

History of aviation in the United States

History of airport development in the United States

Primary development, organization structures, alignments

Airport typical physical characteristics

Overview of key airport functions, responsibilities

**Required Text:**

No Textbook. Reference material available through the instructor.

**Course number, title, credit**

PPA 554 PUBLIC WORKS FACILITIES AND URBAN POLICY (3 Units)

**Course Instructors**

Victor N. Kahmi

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

The course will focus on major infrastructure systems in Southern California. The impacts of growth, deferred maintenance, expansion, liability for litigation, intergovernmental mandates and changing public values will be explored in relation to local government responsibilities for planning and managing public infrastructure systems.

Objectives of the course include enabling the student to develop an understanding of:

1. The major systems and components of the public urban infrastructure system in the Southern California area.
2. Growth impacts on infrastructure function and capability.
3. Social, economic and financing issues of infrastructure development.
4. Intergovernmental issues of infrastructure maintenance and development.
5. Local government infrastructure responsibilities and policies.
6. Methods of planning and budgeting for infrastructure development.

**Course Description**

This course will provide a study of public infrastructure essential to urban communities and an analysis of urban policies and impacts from the perspective of the urban administrator. Students will examine infrastructure maintenance and expansion needs assessment and intergovernmental financing with concentration on water and waste water, transportation, solid waste, and public facilities, including schools.

***Major Topics Covered***

Support systems for urban life  
Social impacts from infrastructure trends  
Streets and highways - systems in need of a miracle  
Transportation demands  
Project management and capital programming  
Water and Waste Water - Price of survival  
Solid Waste - Alternatives and Issues  
Air Quality and Air Pollution  
Environmental Regulations  
Citizen participation in public works

**Required Text:**

Cristofano, Sam and William Foster (Eds.), Management of Local Public Works,

Washington, D.C., The International City Management Association, 1986.

**Course number, title, credit**

PPA 560 PUBLIC FINANCIAL MANAGEMENT TECHNIQUES AND ISSUES (3 Units)

**Course Instructors**

Andrew L. Bard

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

The course is designed to provide an understanding of the terminology, mechanics, benefits, limitations and uses of each technique reviewed. Another objective is to provide an understanding of the background, current status, impact and prognosis for the future of the issues reviewed.

**Course Description**

The course will provide an understanding of current governmental financial management techniques and issues. Financial problems confronted by a number of government organizations have stimulated considerable interest in financial management and a record for improved methods of managing fiscal affairs. This course will provide an introduction to important financial management issues and to new analytical techniques which are being used to improve financial decision making.

***Major Topics Covered***

Analyzing Financial Condition  
Development of Financial Policies  
Revenue/Expenditure  
Comprehensive Planning and Financial Management  
Operating Budgets  
Capital Budgeting and Programming (Infrastructure)  
Accounting-The Management Tool  
Auditing  
Treasury and Cash and Debit Management Techniques and Practices  
Risk Management and Insurance Planning

**Required Texts:**

Matzer, John, Practical Financial Management, International City Management Association, 1984.

Coe, Charles K., Public Financial Management, Prentice Hall, 1989.

Editor-Matzer, John, Capital Projects: New Strategies for Planning, Management, and Finance, International City Management Association, 1989.

**Course number, title, credit**

PPA 567 BASIC GOVERNMENTAL (FUND) ACCOUNTING (3 Units)

**Course Instructors**

Andrew L. Bard

William S. Moore

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

1. To develop an understanding of how governmental accounting systems work and its interrelationship to policies
2. To develop an understanding of governmental financial reports and how to use them in day to day management
3. To develop an understanding of the relationships between budgeting and accounting in governmental agencies
4. To develop an understanding of the role of the independent auditor in the examination of governmental financial statements

**Course Description**

The course provides a basic introduction to the unique characteristics of the differences between governmental and commercial accounting. Governmental accounting terminology and basic principles are discussed. Information is provided on the structure and types of funds and methods of classifying and recording accounting information. Types of financial reports and interpretation of financial statements are discussed. Particular emphasis is focused on the relationship between accounting and budgeting, financial reporting, auditing and other financial management activities for governmental and nonprofit agencies.

***Major Topics Covered***

Principles of accounting

Internal Control Structure

Characteristics of Governmental Accounting

State and Local Government Accounting Principles

Budgeting

General and Special Revenue Funds

Revenue Accounting

Expenditure Accounting

Debt Service Funds/Capital Projects Funds

General/Fixed Assets/General Long-Term Debt/Interfund Relationships  
Enterprise Funds/Internal Service Funds  
Trust and Agency Funds  
Financial Reporting  
Audits of Public Agencies

**Required Texts:**

Governmental Accounting Auditing and Financial Reporting: Government Finance Officers Association, Chicago, Illinois.

GAAFR Study Guide Outlines and Exercises: Author, Stephen J. Gauthier and Shawn Warren, Government Finance Officers Association, Chicago, Illinois

**Course number, title, credit**

PPA 570 NEGOTIATING DYNAMICS: STRATEGIES AND SKILLS(3 Units)

**Course Instructors**

Edward C. Caprelian

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

1. Identify the characteristics of effective negotiations.
2. Assess negotiating styles and how these styles are used effectively.
3. Examine and develop strategies and skills for negotiating in the public sector.
4. Examine methods for building and strengthening leverage in negotiations.
5. Practice the application of negotiating strategies and skills in public sector negotiations.

**Course Description**

Examination of negotiating strategies and skills based on tested use of power and psychological principles in negotiations. Different strategies and skills examined for negotiating under varying levels of cooperation and conflict.

***Major Topics Covered***

Negotiating Leverage  
The Dynamics of Negotiations  
Negotiating Strategies  
Bargaining Skills for Negotiations  
How to Deal with Manipulation and Coercion  
Negotiating Strategies and Skills

**Required Texts:**

Fisher, Roger and William Ury. Getting to Yes. New York, Penguin Books, 1981.

Schatzki, Michael, Negotiation, New York: Signet, 1981.

**Course number, title, credit**

PPA 571 LEADERSHIP SKILLS AND STRATEGIES IN THE PUBLIC SECTOR  
(3 Units)

**Course Instructors**

Tom G. Mauk

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

This course is founded on the assumption that a graduate seminar challenges the students and the instructor equally to make the experience a success. The student, therefore, should approach the course with the commitment to work hard and contribute positively to the learning experience of the entire class. The course examines the theories of administrative leadership and the application of leadership skills and strategies in an urban government environment. Students are expected to: develop an appreciation for various leadership approaches and theories; begin developing specific skills for greater leadership ability; and apply strategies for making public organizations more responsive to citizens.

**Course Description**

Increasingly, urban governments are being criticized for a "lack of leadership" and an inability to move their bureaucracies toward solutions to complex problems. This course examines the theories of administrative leadership and the strategic application of leadership skills in an urban-government environment. Students also will review current approaches to organizational excellence and its applicability to urban-government leadership.

***Major Topics Covered***

Explore history and current context of leadership  
Explore various approaches to leadership; Leadership vs. Management  
Learning to create vision and goals  
Learning to communicate effectively  
Leadership and Organization Structure  
Leadership, Power, and Empowerment  
Putting Vision into Action  
Getting followers to follow  
The Structure of Leadership  
Leadership and Organization Culture  
Bottom-Up vs. Top Down Management  
Managing Networks vs. Organizations  
Learning to be Creative

Building a passion for Leadership

**Required Texts:**

Bennis, Warren and Nanus, Burt. Leaders: The Strategies for Taking Charge. New York: Harper and Row, 1985.

Kotter, John P. A Force of Change: How Leadership Differs from Management. Free Press, 1990.

**Course number, title, credit**

PPA 575 PUBLIC SECTOR EMPLOYER-EMPLOYEE RELATIONS (3 Units)

**Course Instructors**

John Hoffman

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

The specific learning goals and objectives to be achieved by the students in this class are outlined in the following discussion topics and exercises.

1. A review of history and growth of public sector collective bargaining.
2. The sources and techniques of financing the labor agreement.
3. How to cost labor proposals including a review of the total compensation theory.
4. Studying the consumer price index and escalator clauses.
5. Reviewing the role of politics in labor relations.
6. Analyzing impasse resolution techniques, including mediation, fact-finding and binding arbitration. how to prevent and prepare for strikes
7. Reviewing the responsibilities involved in administering the labor contract.
8. Reviewing the economic impact of workers' compensation and public retirement systems.
9. identifying and studying contemporary issues concerning employee relations in the public sector.
10. Preparing for and engaging in a simulated collective bargaining session.

**Course Description**

Analysis of current prevailing practices and techniques in the public sector relating to the impact of collective bargaining and its continuing ramification on the economic, political and organizational structure in the public sector. Emphasis is based on a review on the entire employee relations field including financial implications, costing techniques, Consumer Price Index (CPI), preparing for negotiations, using negotiation techniques, impasse resolution including binding arbitration, job action and strikes, contract administration, workers compensation, and public retirement systems.

***Major Topics Covered***

History and Practice of public Sector Collective Bargaining  
How to Finance the Public Labor Agreement

Preparation for the Negotiation Process  
Costing the Proposals  
Costing Proposals Consumer Price index and Escalator Clauses  
The Role of Politics in Labor Relations  
Techniques of Negotiations  
Mock Negotiating Session  
Impasse Resolution Techniques  
Public Sector Strikes  
Contract Administration  
Worker's Compensation/Disability Retirement/Rehabilitation  
Public Sector Retirement System

**Required Texts:**

Nierenberg, Gerald L., The Art of Negotiating, Cornerstone Library, New York, 1986  
Edition

Woodford, Joseph I., Supervisor's Guide to Contract Administration and Grievance  
Handling Advisory Publishing, Crestline, California, 1986.

**Course number, title, credit**

PPA 580 LEGAL ISSUES IN PUBLIC PERSONNEL (3 Units)

**Course Instructors****Prerequisites for course**

Undergraduate Degree

**Course Objectives**

This course will examine the historical, social and legal bases for Equal Employment Opportunity (EEO) and Affirmative Action (AA) laws and programs. The student will gain a greatly improved understanding of Federal and State EEO and AA requirements and their effects on personnel administration. The class will primarily focus on the EEO and AA impact on the personnel administration, but it will also deal with the interrelationships with other phases of the administrative process such as contract compliance, the delivery of services, policy formulation, administrative regulation, etc. The class will develop specific skills in planning, implementation, monitoring and evaluating an AA program of a typical public jurisdiction. In addition, basic laws, executive orders and policies, relevant court decisions and their ramifications will be examined.

**Course Description**

Analysis of the historical, social and legal bases for equal employment opportunity and affirmative action laws and programs. The course will review the impact of Civil Rights legislation and its enforcement by compliance agencies and the courts. Attention will be given to basic data collection and analysis for planning and reporting, affirmative action program planning and implementation, developing and evaluating a model affirmative action plan, discrimination complaint handling, monitoring and evaluating an affirmative action program. Institutionalizing equal employment opportunity into the personnel process as well as current and future issues in equal employment opportunity and affirmative action will be covered.

***Major Topics Covered***

Historical EEO Development  
Constitutional protections  
Equal Pay Action of 1963  
1964 Civil Rights Act: Title VII  
Age Discrimination in Employment Act of 1967  
Executive Order 11246, Revised Order 4 and 14  
Affirmative Action Plan  
Quotas vs. goals

Vocational Rehabilitation Act of 1973

Recruitment, selection, training, performance, evaluation, discipline and discharge

**Required Text:**

Federal Law of Employment Discrimination: In a Nut Shell, 3rd Edition; Player, M.

**Course number, title, credit**

PPA 581 GOVERNMENT/COMMUNITY RELATIONS (3 Units)

**Course Instructors**

Daniel M. Barber

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

This course seeks to provide the overall framework for analysis of government and community relations, the actors and roles, and historical precedents. It expects students will learn the problems and issues in the topical area, review important developments, strategies and tactics employed, and obtain first hand information on the variety of successful practices used by public administrators employed in this endeavor.

**Course Description**

An investigation of the inter-relationship between governments and community based organizations and the communities in which they operate and serve. Particular attention is paid to strategies and tactics used in diagnosing problems and opportunities and prescribing courses of action in such diverse areas as public safety, planning and communities development, arts and culture and health, education and welfare. Elective for graduate students in Master of Public Policy and Administration.

***Major Topics Covered***

Course introduction and overview of the history of government/community relations in the United States Roles and historical relationships of citizens, government, and the media The agency, the watchdogs, and the planned and un planned public relations efforts. Proposed impacts of economic development projects--the city view and the developers view

Community based policing-, contracting as a tool for community relations

New dimensions in government community relations in culture and the arts

Innovations in government community relations and economic development projects

School and government and community relations

Using GCR as a tool for improving the public response to mass transit

Future dimensions of government community relations

**Required Texts:**

Bruce W. McClendon, Customer Service in Local Government Chicago, Illinois, Washington D.C., Planners Press American Planning Association, 1992.

Frances Moore Laape and Paul Martin DuBois, The Quickening of America San

Francisco: Jossey-Basse, Inc. Publishers, 1994.  
Grover Starling, Managing the Public Sector, Homewood, Illinois, The Dorsey Press, 1982.  
Sherry Devereaux Ferson, Mastering the Public Opinion Challenge. Burr Ridge, Illinois,  
New York, New York, Irwin Professional Publishing 1994.

**Course number, title, credit**

PPA 582 CITIZEN ADVOCACY AND PUBLIC POLICY MAKING (3 Units)

**Course Instructors**

Patrick W. Scott

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

To encourage student interaction with elected representatives in developing an understanding of how citizens involvement impacts policy formation and public administration. To provide an insight on the major issues that will require legislation in this decade.

**Course Description**

An in-depth analysis of citizen involvement and how it affects policy formulation and public administration. The course involves classroom input from community leaders, action groups, legislators, and public administrators, with interaction by the student.

***Major Topics Covered***

The Realities of Power

How people may speak to power

Ways of Thinking about Politics to help us surmount our current problems

Understand the tactics and influence of P.A.C.'s policy making

Understand the effect of special interests upon legislation at all levels of government

**Required Texts:**

Etzioni, Amitai, The Spirit of Community, New York-, Crown Publishers. 1993;

Greider, William, Who Will Tell The People, New York: Simon and Schuster, 1992.

**Course number, title, credit**

PPA 585 INTERNSHIP PROGRAM (3 Units)

**Course Instructors**

Martha J. Dede

**Prerequisites for course**

Undergraduate Degree, & consent of the instructor

**Course Objectives**

1. Learn and understand the role of a public administrator; and
2. Develop full potential a public administrator requirements and their effects on personnel administration.
3. The student is both a center graduate student and a public administrator

**Course Description**

A learning experience designed to provide an exposure to and understanding of the governmental environment. Students seeking the MPA degree who do not have managerial experience in government are required to participate in the internship program. May be repeated for 12 units. Academic credit earned for the Internship program is beyond the 36 units required for the MPA degree.

***Major Topics Covered***

An evaluation by the intern's sponsor will provide feedback and is intended to help the Intern learn from the work experience.

journal of Internship Experience

Sponsor evaluation report

Conferences and Participation

**Required Texts:**

What Color Is Your Parachute?, Richard Bolles.

Working, Studs Turkel

**Course number, title, credit**

PPA 590 Special Topics Public Policy and Administration

**Course Instructors**

Daniel Barber  
Martha Dede  
Tina Dickerson  
William Moore  
John Ostrowski  
Rudy Torres

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

This course will acquaint the students with basic fundamental, concepts, issues, interorganizational management, resources, operating systems, improvements, and the history of the subject selected for Public Policy and Administration.

**Course Description**

An investigation of a special problem as defined by the instructor that is of current interest to the field of public policy and administration. Course may be repeated for a maximum of nine units with different topics.

***Major Topics Covered***

Source to be defined by the instructor.

**Required Text**

Source to be defined by the instructor.

**Course number, title, credit**

PPA 590 GIS MANAGEMENT AND APPLICATIONS FOR PUBLIC MANAGERS  
(3 Units)

**Course Instructors**

Tina M. Dickinson

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

To facilitate the understanding of GIS applications/functions in this course, the class will meet for many sessions in the SPA 205 computer lab (dates noted on course schedule). Students are reminded to bring their diskettes to all scheduled lab sessions. These sessions will be devoted to hands-on use of the computers. In addition to the regularly scheduled class, students should expect to spend additional time in a computer lab or using their own system.

**Course Description**

This course will introduce students to the management and application of Geographic Information Systems in the public sector. The class will cover the requirements for designing, developing and managing GIS applications for solving public-sector problems. The course will also provide students with hands-on use of GIS for applications development in a computer lab environment as well as analysis of real world GIS case studies. The course will consist of lecture, small-group analyses and computer-based exercises.

***Major Topics Covered***

To illustrate uses of GIS in the public sector  
To introduce map element and features  
To discuss the concept of GIS relationships  
Getting to Know Arc View GIS  
To introduce the concept of GIS reapportionment  
To introduce the first case study of Council Redistricting  
Creating & using GIS application of Redistricting  
To explore the various ways of capturing data  
To introduce the concepts of GIS data accuracy  
To introduce the concept of geocoding  
To discuss spatial analysis  
To discuss uses of Site Analysis/Location Planning  
To discuss the use of color, symbology and scale  
To introduce the concept of Trend Ana@sis & Crime Analysis

To explore the ethical and legal issues of access, privacy and cost recovery & liability

**Required Text:**

O'Looney, John, Beyond Maps: GIS and Decision Making in Local Government, ESR], 2000 Getting to Know ArcView GIS, ESRI, 1996

**Course number, title, credit**

PPA 590M MICROECONOMICS AND PUBLIC POLICY (3 Units)

**Course Instructors**

William S. Moore

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

This course is a survey of microeconomics taught primarily through applications for public policy. In other words, macroeconomic theory is presented in the context of public policy applications. The course assumes no previous college courses in economics or mathematics; however, some equations and graphs are used to explain macroeconomic principles.

The course is designed to appeal to a broad audience while providing a solid foundation for those who wish to explore the study of economics further. Anyone who is interested in learning basic economics and in particular how economists (conservative and liberal) think about public policy issues should find the course very informative. This course is strongly recommended for anyone seeking a career in public finance or policy/legislative analysis. Further, an applied microeconomics course is often a required course in many public policy and administration programs.

This course does not compete with any of the graduate courses or courses eligible for graduate credit in the Economics Department. It is a graduate course and will require work at a level commensurate with graduate school but the material will be presented at an elementary level.

**Course Description**

This course is a survey of microeconomics taught primarily through applications for public policy. The course is designed to appeal to a broad audience while providing a solid foundation for those who wish to explore the study of economics further. Anyone who is interested in learning basic economics and in particular how economists (conservative and liberal) think about public policy issues should find the course very informative

***Major Topics Covered***

Part 1 - Concepts

Supply and Demand

Firms and Markets  
Welfare Economics  
The Role of Government  
Taxes, Grants, and Tax Expenditures  
Public Goods  
Cost-Benefit Analysis

## Part 2 - Applications

State and Local Government Spending and Taxation  
The Environment  
Market Power  
Crime  
Poverty  
Discrimination  
Health Care  
Housing  
Education  
Social Security

### **Required Texts:**

Levy, John M. (1995), Essential Microeconomics for Public Policy Analysis, Praeger.

Brux, Jacqueline M. and Janna L. Cowen (1999), Economic Issues & Policy,  
South-Western College Publishing.

Raimondo, Henry John (1992), Economics of State and Local Government, Praeger.

**Course number, title, credit**

PPA 590N URBAN SHORELINE HAZARD POLICY (3 Units)

**Course Instructors**

Steven Fischer

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

1. Learn the nature of shoreline hazards and their impacts on urban and urbanizing areas.
2. Learn the approaches used by various local entities for combating shoreline hazards.

**Course Description**

The purpose of this course is to identify and understand the underlying hazardous factors associated with the urbanizing shoreline. While development is fundamental to a healthy local economy, the urbanization of the coastal zone increasingly involves untoward exposure to shoreline hazards. The extension of urbanization into the rural coastal zone as well as the redevelopment of the existing urbanized shoreline have unplanned exposures that generate conflict for the local governments. Coastal hazards put urbanized segments of the shoreline at risk and raise liability issues for the local governments involved. This course will examine several local governments to assess what kinds of hazard issues they experience from urban development of the coastal zone and how they manage the resultant impacts. Travel to each of the local governments involved will be necessary to observe the shoreline impacts and question key staff.

***Major Topics Covered***

The coastal zone is a hazardous place to live, especially in southern California with its recent wildfires, cliff slumping, mudslides, and flooding. In addition, earthquakes, tsunamis, erosion, and major winter storms can occur in the area. Local governments are responsible for the welfare and safety of their citizens. How do local governments decide on the level of safety to provide for their coastal residents? What factors are used to assess the degree of hazard? What information is used in making decisions about where and under what circumstances residents may build in the coastal zone? A complex interplay of homeowners, planners, land developers, state agencies, citizen's groups and the courts exist around land use decisions in the coastal zone. Each group emphasizes the factors that benefit themselves while seeking to discredit the views of others, all in the desire to enhance the coastal zone of the local government involved. Hazards often are downplayed in this process.

While coastal hazards always exist their impacts can be mitigated through informed design and location decisions by local officials. The current losses of property in coastal jurisdictions affect owners, communities, businesses and governments through reduced revenues and increased costs. Some of these losses would never have occurred had coastal land use decisions been based on scientific awareness of inherent hazards.

**Required Text:**

D.W. Fischer, 1998, PPA 590 Urban Shoreline Hazard Policy, Long Beach; Krishna

**Course number, title, credit**

PPA 590 WASTE MANAGEMENT POLICY AND REGULATION (3 Units)

**Course Instructors****Prerequisites for course**

Undergraduate Degree

**Course Objectives**

This course will emphasize concepts, laws and regulations that formulate waste management policy. The institutional framework and conflict resolution process will be discussed to show the role of each organization involved and how each interacts with the other. The environmental impact study process, the standard setting process and the permitting process are to be explored. Case studies will be used to illustrate how the policy and regulatory arena operates.

**Course Description**

The study of policy and regulatory processes of waste management. Environmental impact study and permitting processes affecting wastes. Public agency and citizen roles and conflicts.

***Major Topics Covered***

Keeping up to date on environmental policy  
Environmental Impact Process  
The decision making process, balancing environmental impacts and economic benefits  
Solid Waste Management  
Ocean dumping, current events  
Resource Conservation and Recovery Act  
Comprehensive Environmental Response, Compensation and Liability Act  
Superfund Amendment  
Reauthorization Act  
Proposition 65

**Required Texts:**

RCRA Handbook (A Guide to Permitting Compliance and Closure Under the Resource Conservation and Recovery Act) Published by ENSR Corporation

Superfund Handbook (A Guide to Managing Response to Toxic Releases Under the Superfund Amendments and Reauthorization Act) Published by ENSR Corporation

Decision-Makers Guide to Solid Waste Management, U.S. Environmental Protection  
Agency

**Course number, title, credit**

PPA 597 DIRECTED STUDIES (3 Units)

**Course Instructors**

Martha J. Dede

Edward J. Martin

Michelle A. Saint-Germain

**Prerequisites for course**

Undergraduate Degree, and consent of instructor

**Course Objectives**

The requirements of the course in Directed Studies are visualized as a supervised experience in the application of research tools to administrative processes, reflecting a capacity to perceive the nature and ramifications of selected issues that confront the administrator.

The topic selected for the directed study may be directly related to the career interests, needs and objectives of the student as an administrative generalist , a specialist in administrative skills , or an administrator or a specific functional area. The Directed Studies paper should provide an action research experience that is directly applicable and usable to an examination of administrative processes in the field of study.

**Course Description**

The Directed Studies Project provides the student with a research experience as part of his or her professional preparation. It requires that the student formulate, conduct and analyze a research topic or issue of significance to the field of study.

***Major Topics Covered***

The general field(s) of research

The exact area of research

The precise Questions to be addressed

The hypothesis to be tested

The methodology to be used in conducting the research

The availability of sources of information

**Course number, title, credit**

PPA 610 SEMINAR IN URBAN AFFAIRS (3 Units)

**Course Instructors**

Edward J. Martin

Rudy D. Torres

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

The objective is to engage in a serious analysis of urban policy within the context of post-industrial change and will conclude with a discussion of the emergency of the global city and policy alternatives aimed at promoting economic democracy.

**Course Description**

A broadly based interdisciplinary course which will give students an opportunity to develop expanded awareness of urban issues and the interrelationships between various urban agencies and interest group.

***Major Topics Covered***

City in Postindustrial Society and Postmodern Culture

The State and Welfare Capitalism

Third World Within: Class, Culture, and 'Race' in a Global City

Visions and Revisions: Planning, Power and Class Conflict

Poverty, Racism and Inequality

Racial Violence in the Hood: Gangs, Drugs, the Economy, and the State

Market Capitalism and Urban Development

Capital and Communities: Shattered Factories-Shattered Cities

Out of the Ashes: Rethinking 'Race' and 'Ethnicity' in Post-Riot Los Angeles

The Emergence of the 'Global City'

Strategies and Resources for a journey of Hope: The Practice of Possibility in Urban America

**Required Texts:**

M. Davis, City of Quartz, Verso, 1990

M.P. Smith, City, State, and Market, Blackwell, 1988

M. Cross and M. Keith, Racism, the City and the State, Verso, 1993



**Course number, title, credit**

PPA 650 SEMINAR ON ISSUES IN CONTEMPORARY PUBLIC  
ADMINISTRATION (3 Units)

**Course Instructors**

Edward J. Martin  
Evelyn G. Schipske  
Rudy D. Torres

**Prerequisites for course**

Undergraduate Degree

**Course Objectives**

1. To develop an understanding of the major issues facing Public administrators today, and tomorrow, in a perspective ranging from international to local, and the interdependence of global and local events.
2. To develop the ability to define the problem or opportunity underlying an issue, including political favors and special interest motivations and to phrase alternatives in a manner where constructive debate is possible.
3. To develop the ability to communicate and present issues in manner that will lead to an eventual resolution.
4. To develop the awareness needed to anticipate a developing issue and take constructive actions in the public interest.

**Course Description**

Survey of various issues and topics critical to effective public administration in the contemporary United States including the social and political context of contemporary public administration (e.g., increasing diversity of public demands of public agencies, increasing complexity of the intergovernmental network, etc.), responsibilities and obligations of public servants in contemporary governments and selected issues of public management.

***Major Topics Covered***

A Framework of the Political and Administrative System  
The Politics of Issue Development  
The Executive Branch  
Legislatures and Lobbying  
Courts  
Administration and the Bureaucracy  
Personnel and Labor Relations

Ethics in Administration  
Financial Management and Budgeting  
Intergovernmental Relations  
Issues in Comparative/international Public Administration  
Use of Innovative Technologies  
Environmental Management  
Human Development and Preservation Issues  
Protection of the Nation, Its Citizens and Property  
Economic and Fiscal Issues  
Physical Environment and Development Issues

**Required Texts:**

Dye, Thomas R., Understanding Public Policy, Prentice-Hall, Englewood Cliffs, N.J., 1992.

Kirlin and Winkler, California Policy Choices. Vol. 7 & 8

Osborne, David and Ted Baebler, Reinventing Government. Reading, Mass.:  
Addison-Wesley Publishing Company. 1992.