# 3980:512 National Urban Policy (3 Credits)
Prerequisite: permission. Examines major federal policies that relate to urban problems in regard to policy-making processes, implementation and impact on local governments.

# 3980:516 Personnel Management in the Public Sector (3 Credits)
Fundamental issues and principles of public sector personnel administration, including recruitment, selection, training, motivation, supervision, evaluation, labor relations and affirmative action.

# 3980:517 Leadership and Decision-Making (3 Credits)
Examines the context of public organizational management including relevant organizational theories, strategic management and planning and public sector leadership.

# 3980:518 Citizen Participation (3 Credits)
This course considers the fundamental theory, background, techniques, and issues of citizen participation in urban management and policy-making.

# 3980:519 Community Organizing (3 Credits)
The course examines the evolution and influence of neighborhood, community and "grass-roots" organizations on public policy-making in urban areas.

# 3980:526 Grantsmanship (3 Credits)
Students will gain knowledge of the grant-seeking and awarding processes. Emphasis is on public funding opportunities and public organizations in the States.

# 3980:527 Cultural Competence in the Public Sector (3 Credits)
Considers how public and non-profit managers can effectively communicate and provide services to culturally diverse individuals. Addresses management issues related to social stratification system.

# 3980:543 Introduction to Public Policy (3 Credits)
Considers how public managers need to understand models of public policy formulation. Covers major policy issues and the analysis of policy implementation and policy impacts.

# 3980:551 Introduction to City Management (3 Credits)
Prerequisite: 3980:611. This course examines the historical role of city management in professionalizing local government operations; examines current responsibilities and trends in the practice of city management and leadership.

# 3980:562 Fundraising & Resource Management (3 Credits)
Prerequisite: 3980:563. Examines alternative methods of fundraising and unique resource management challenges and opportunities of non-profit organizations.

# 3980:563 Non-Profit Management (3 Credits)
Presents a broad understanding of the operating environment, unique concerns of leadership, resource development, aspects of volunteerism, and management processes in non-profit organizations.

# 3980:573 Computer Applications in Public Organizations (3 Credits)
Introduces microcomputer applications used in public organizations and includes data bases, data entry, web pages, report writing, graphical representation and spreadsheets.

# 3980:590 Workshop in Urban Studies (1-3 Credits)
Prerequisite: permission. (May be repeated for a maximum of six credits) Group studies of special topics in urban studies and public administration. May not be used to meet core graduate requirements. May be used for elective credit only.

# 3980:600 Basic Quantitative Research (3 Credits)
Prerequisite: permission. Examines basic framework of social science research methodologies and basic complementary statistical techniques, including probability and sampling.

# 3980:601 Advanced Research & Statistical Methods (3 Credits)
Prerequisite: 3980:600. Extends study of social science to include more advanced research designs and multivariate statistical techniques.

# 3980:602 History of Urban Development (3 Credits)
Examination of major literature on processes of urbanization in United States and selected facets of urban institutional development.

# 3980:605 Orientation to the Master of Public Administration (0 Credits)
Prerequisite: Admission to the MPA program. Corequisite: Take during the first semester in the MPA program. This orientation to the MPA program provides information and strategies for new students regarding classes, advising and career opportunities.

# 3980:606 Foundations of Urban Public Administration and Policy (3 Credits)
Introduces theory and principles of public administration and policy. Considers local government management practices, along with policy issues and problems arising in urban settings.

# 3980:609 Health Behavior: Theory and Application (3 Credits)
Prerequisite: Graduate standing/status. This course provides an overview of behavior change theories at the individual, interpersonal and community levels with an emphasis on application in health policy decision-making.

# 3980:610 Legal Foundations of Public Administration (3 Credits)
Prerequisite: permission. Introduction to the legal foundations and context of public administration, including the interaction of the course, public organizations, public administration and the public.

# 3980:611 Introduction to the Profession of Public Administration (3 Credits)
Prerequisite: permission. Introduction to the theory and practice of the field of public administration. Foundation course for later MPA study.

# 3980:613 Intergovernmental Management (3 Credits)
Prerequisite: permission. Examines the field of intergovernmental relations as it applies to urban administration and management.

# 3980:614 Ethics & Public Service (3 Credits)
Prerequisites: Admission to the MPA program or permission. Corequisite: 3980:606. Examines how public managers should consider ethics and public service in addressing problems; considers ethical implications of decisions and public policies and considers diversity.

# 3980:615 Public Organization Theory (3 Credits)
Prerequisite: Permission. Examines the development of public organizational theory and the current status of theoretical developments in the field of public administration.

# 3980:620 Social Services Planning (3 Credits)
Prerequisite: permission. In-depth analysis of total social services requirements and various ways in which social services planning function is carried out in urban communities.

# 3980:621 Urban Society & Service Systems (3 Credits)
Prerequisite: permission. Analysis of social bases of urban society; hierarchies, social problems, relationships to planning, public services.
3980:522 Health Planning & Public Policy (3 Credits)
Basic knowledge of the health service delivery system is provided for planners and administrators in the public sector.

3980:623 Public Works Administration (3 Credits)
Prerequisite: permission. Examines the building, maintenance and management of public works.

3980:624 Emergency Management Policy Implementation & Analysis (3 Credits)
Examines the implementation of emergency management policy at the federal, state, and local level: Analyzes current policy initiatives in this emerging field.

3980:625 Strategic Perspectives in Emergency Management (3 Credits)
Prerequisite: permission. Public administration responsibilities in emergency management. Examines unfunded mandates and the optimal strategies for success in the four phases of emergency management.

3980:640 Fiscal Analysis (3 Credits)
Prerequisite: permission. Study of revenue and expenditure patterns of the city’s government.

3980:641 Urban Economic Growth & Development (3 Credits)
Prerequisite: permission. Examination of urban economic unit and its susceptibility to social, economic, political and physical change.

3980:642 Public Budgeting (3 Credits)
Prerequisite: permission. Current professional practice and theoretical issues in public budgeting and management of capital and operating budgets.

3980:644 Public Sector Fund Management (3 Credits)
Prerequisites: 3980:640 and 3980:642. Provides an overview of theoretical approaches for recording and reporting data related to public projects or programs and reviews methods for investing project funds.

3980:645 Public Sector Labor Relations (3 Credits)
Prerequisite: 3980:616. This course examines fundamental issues and principles of public sector labor relations with particular attention to collective bargaining processes and to administration of labor contracts.

3980:647 Aging Policy (3 Credits)
In this course students will examine political institutions that impact the adoption and implementation of programs for the aged, including: Medicare, Medicaid, and Social Security.

3980:650 Comparative Urban Systems (3 Credits)
Prerequisite: permission. Conceptual schemes and methodology for comparative urban analysis among a number of major cities selected from each continent.

3980:660 Strategic Management (3 Credits)
This course examines disciplined effort to produce fundamental decisions and actions that shape what public organizations are, what they do and why they do it.

3980:661 Public Project Design & Management (3 Credits)
Prerequisites: 3980:600 and 3980:642. Provides in-depth theoretical overview of the public project cycle including hands-on approaches to design and management. Examines frameworks for implementation, monitoring and analysis of project impact.

3980:664 Managing Information & Technology in the Public Sector (3 Credits)
Focus on issues that confront public managers in utilizing information as an organizational asset.

3980:671 Program Evaluation in Urban Studies (3 Credits)
Prerequisite: 3980:600 or equivalent. Major considerations appropriate for conducting evaluations of a wide variety of human service programs and policies affecting urban and metropolitan areas.

3980:674 Analytic Techniques for Public Administrators (3 Credits)
Prerequisite: 3980:600. Public sector applications of quantitative methods, including decision analysis, queuing theory, mathematical programming, and simulation.

3980:675 Advanced Techniques in Policy Analysis (3 Credits)
Prerequisites: 3980:600 and 3980:601. Public Sector application of techniques for analyzing policy proposals including decision analysis and simulations.

3980:680 Select Topics in Urban Studies (1-3 Credits)
Prerequisite: permission. Selected topics in specific areas of urban planning, in various developmental processes of cities, or in various urban policy and administrative issues. (A maximum of 27 credits may be earned in 680 and 681.)

3980:681 Select Topics in Urban Studies (1-3 Credits)
Prerequisite: permission. Selected topics in specific areas of urban planning, in various developmental processes of cities, or in various urban policy and administrative issues. (A maximum of 27 credits may be earned in 680 and 681.)

3980:688 Capstone Seminar in Public Administration (3 Credits)
Prerequisite: Completed core or concurrent enrollment in core courses. 30 credit hours in program. Synthesizing experience at end of the MPA program where key program concepts are integrated and applied to contemporary issues.

3980:690 Seminar in Urban Studies (3 Credits)
Prerequisites: 16 credits of urban studies core plus quantitative methods. Urban research methods applied to specific urban research area. Comprehensive paper required.

3980:691 Master's Colloquium (1 Credit)
This course is required for masters' students on assistantships. The course reviews programmatic, research and curricula issues in the masters' programs.

3980:695 Internship in Public Administration & Urban Studies (1-3 Credits)
Faculty-supervised work experience for "pre-service" students participating in policy planning and administration in public and nonprofit organizations.

3980:697 Individual Studies in Public Administration & Urban Studies (1-3 Credits)
Prerequisite: permission. Directed individual readings or research on specific area or topic. (May be repeated)

3980:699 Master's Thesis (1-9 Credits)
Prerequisite: permission. Supervised thesis writing. May be repeated for a total of nine credits, however, only six credits apply toward degree. Replaces two courses in specialization.

3980:700 Advanced Research Methods I (3 Credits)
Prerequisite: master's level statistics or permission. Introduction to statistical techniques and methodologies in doctoral and postdoctoral research. Emphasis on conceptual and mathematical interrelationships.

3980:701 Advanced Research Methods II (3 Credits)
Prerequisite: 3980:700 or equivalent. Continuation of 700. Emphasis placed upon conceptual and mathematical interrelationships of multivariate statistical techniques as well as application of these techniques through computer analysis of urban data sets.
3980:702 Urban Theory I (3 Credits)
Prerequisite: permission. Review of major theoretical tradition examining urban problems; for students entering the doctoral program in urban studies (first in two-course sequence).

3980:703 Urban Theory II (3 Credits)
Prerequisite: 3980:702. Review of major professional disciplines dealing with urban problems; for students entering the doctoral program in urban studies (second in two-course sequence).

3980:704 Public Bureaucracy (3 Credits)
Prerequisite: permission. Analysis of bureaucratic operations in the implementation of public policy, including special attributes of human service organizations and the democratic theory debate.

3980:705 Economics of Urban Policy (3 Credits)
Prerequisite: master’s level knowledge of macroeconomics and microeconomics or special permission. Use of research tools of economic analysis in seminar format to examine options available to urban policy makers in operation of public services and economic development of cities.

3980:706 Program Evaluation (3 Credits)
Prerequisite: permission. Advanced treatment of topics in program evaluation.

3980:707 Urban Planning & Management Strategies (3 Credits)
Prerequisite: permission. Analysis of urban planning policy issues and strategies for implementation in public policy formulation. Emphasis on use of planning process as integrative mechanism.

3980:708 Urban Policy: The Historical Perspective (3 Credits)
Prerequisite: permission. Critical examination of major ideas about the city from Aristotle to the 20th Century and of the impact on urbanization on society and public policy.

3980:709 Systems & Processes of Policy Analysis (3 Credits)
Prerequisite: permission. Analysis of administrative processes within public organizations, federal, state and local in the United States; emphasis on urban community.

3980:710 Qualitative Research Methods (3 Credits)
Prerequisites: 3980:700 and 3980:701. Critical examination of Social Science Research methodologies such as content analysis. Open-ended survey techniques and other means of creating non-statistically generated data.

3980:711 Seminar in Public Administration (3 Credits)
Prerequisite: permission. In depth review and critique of major intellectual traditions, concepts and theories underlying public administration in the United States.

3980:714 Seminar in Policy Analysis & Evaluation (3 Credits)
Prerequisite: permission. In depth review and critique of major intellectual traditions, concepts and theories underlying policy analysis and evaluation in the United States.

3980:715 Seminar in Urban & Regional Planning (3 Credits)
Prerequisite: permission. In depth review and critique of major intellectual traditions, concepts and theories underlying urban and regional planning in the United States.

3980:716 Theoretical Foundations for Public Affairs (3 Credits)
Prerequisite: permission of instructor. This course critically considers the theoretical foundations for public affairs for scholarship and research. It contrasts traditional social and natural science inquiry and more recent alternative theories to PA theory.

3980:720 Comparative Planning Strategies (3 Credits)
Prerequisite: 3980:715. Review and analysis of alternative planning theories, institutions, and implementation strategies in a variety of national settings.

3980:730 Ethics in Government (3 Credits)
This course will explore the differences between individual and collective responsibility, private and public morality and the nexus between democratic and moral development.

3980:731 Theories of Public Budgeting & Finance (3 Credits)
Prerequisite: 3980:711. Examines the theories and perspectives that have shaped how government uses and implements budgets.

3980:732 Governance & Administration (3 Credits)
Governance and administration are interrelated activities, yet have been taught as distinct activities. This course explores the connections and interrelatedness of the concepts.

3980:733 Theories of Public Sector Human Resource Management (3 Credits)
Prerequisite: permission. Examination of the organizational behavior and administrative theories that support modern public personnel systems.

3980:734 Conceptual & Legal Foundations of Public Administration (3 Credits)
Prerequisite: permission. Theoretical examination of how constitutional and administrative law influence public sector decision-making.

3980:735 Comparative Administration (3 Credits)
Prerequisite: permission. Examination of the various political and administrative frameworks within which public administrators function.

3980:736 Leading Public Organizations (3 Credits)
Prerequisite: permission. Examination of the various theories of organizational leadership and their application in public organizations.

3980:740 Survey/Research Methods in the Public Sector (3 Credits)
Prerequisite: permission. Examination of the techniques and methods used by public organizations to enhance civic involvement. Critiques of methodologies based upon information needs and citizens surveyed.

3980:741 Economic Analysis in Public Administration (3 Credits)
Review of analytical methods for urban socio-economic data gathering, modeling, analysis and reporting.

3980:760 Seminar in Health Policy (3 Credits)
Comprehensive review of health policy using historical, political, and economic perspectives and contexts. Emphasizes frameworks for conducting health policy analyses.

3980:780 PhD Colloquium (1 Credit)
This course introduces new doctoral students to the perspectives and practices of doctoral study. This is a credit/ non-credit course.

3980:888 Urban Policy Studies (1-4 Credits)
(May be repeated for a maximum of 16 credits.) Prerequisite: permission of instructor or chair. Selected topics for specialized instruction delivered at Kent, Youngstown, and/or Cleveland State universities to apply toward a UA degree either as a required or an elective course.

3980:795 Pro-Seminar (3 Credits)
Prerequisite: successfully pass all comprehensive examinations. Seminar to discuss approaches to researching and writing the dissertation. Discussion of alternative methodologies, styles and perspectives. Credit/ noncredit.

3980:798 Directed Research (3 Credits)
Prerequisite: Permission. Under the close supervision of a faculty member, a student will utilize social science methods in applied research.
3980:799 Urban Tutorial (3 Credits)
Prerequisite: permission. Intensive study of a particular approved field within urban studies and public affairs under supervision of tutor. (May be repeated once.)

3980:899 Doctoral Dissertation (1-12 Credits)
Prerequisite: Advancement to Candidacy and 795. Open to properly qualified student accepted as candidate for Doctor of Philosophy degree. Student must register for at least one credit each semester until dissertation is accepted. Minimum of 12 credits required. (May be repeated.) Credit/noncredit.