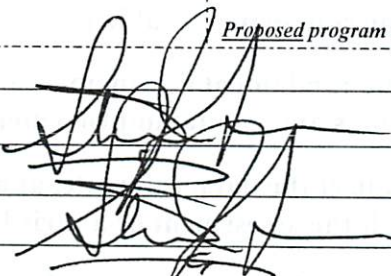
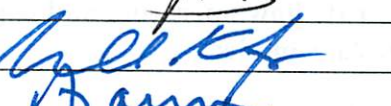
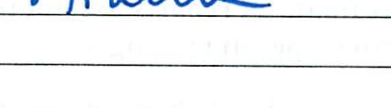
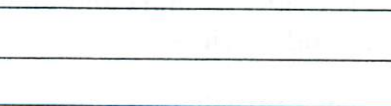


| | | | | |
|------------------|------------------|--------------------|--------------------|---------------------|
| LSC Use Only No: | LSC Action-Date: | UWUCC USE Only No. | UWUCC Action-Date: | Senate Action Date: |
| | | 08-21 | AP-9/23/08 | App-12/02/08 |

Curriculum Proposal Cover Sheet - University-Wide Undergraduate Curriculum Committee

| | |
|--|------------------------------|
| Contact Person Mary Jane Kuffner Hirt | Email Address mjk@iup.edu |
| Proposing Department/Unit Political Science | Phone 412-782-3373 |

Check all appropriate lines and complete information as requested. Use a separate cover sheet for each course proposal and for each program proposal.

| | | |
|---|--|-----------------|
| 1. Course Proposals (check all that apply) <input checked="" type="checkbox"/> New Course <input type="checkbox"/> Course Prefix Change <input type="checkbox"/> Course Deletion <input type="checkbox"/> Course Revision <input type="checkbox"/> Course Number and/or Title Change <input type="checkbox"/> Catalog Description Change | | |
| PLSC 376 - Public Sector Budgeting and Financial Management | | |
| <u>Current</u> Course prefix, number and full title | <u>Proposed</u> course prefix, number and full title, if changing | |
| 2. Additional Course Designations: check if appropriate <input type="checkbox"/> This course is also proposed as a Liberal Studies Course. <input type="checkbox"/> Other: (e.g., Women's Studies, Pan-African) <input type="checkbox"/> This course is also proposed as an Honors College Course. | | |
| 3. Program Proposals <input type="checkbox"/> New Degree Program <input type="checkbox"/> Program Title Change <input type="checkbox"/> Program Revision <input type="checkbox"/> New Minor Program <input type="checkbox"/> New Track <input type="checkbox"/> Other | | |
| <u>Current</u> program name | <u>Proposed</u> program name, if changing | |
| 4. Approvals | | |
| Department Curriculum Committee Chair(s) |  | Date 4/24/08 |
| Department Chair(s) |  | 4/24/08 |
| College Curriculum Committee Chair |  | 4/30/08 |
| College Dean |  | 4/30/08 |
| Director of Liberal Studies * | | |
| Director of Honors College * | | |
| Provost * | | |
| Additional signatures as appropriate: (include title) | | |
| UWUCC Co-Chairs | Gail Sedquist | 9/24/08 |

Received * where applicable

SEP 24 2008

Liberal Studies

SEP 17 2008

Liberal Studies

Received

SEP 08 2008

Liberal Studies

Received

SEP 03 2008

Liberal Studies

SYLLABUS OF RECORD:

PLSC 37X – Public Sector Budgeting and Financial Management

I. Catalog Description

PLSC 37X – Public Sector Budgeting and Financial Management

2.5 class hours 0 lab hours 3 credit hours (2.5c-01-3cr)

No pre-requisites.

This course addresses budgeting and financial management in public organizations with emphasis on state and local government. Theory and practice are integrated in the study of: (1) financial condition assessment, (2) operating budget preparation, process and analysis, (3) capital infrastructure assessment, project planning and budgeting, (4) short and long term debt financing/ administration, (5) accounting and auditing as foundations for managerial oversight and control, (6) performance measurement, (7) cash management and investments, and (8) pension administration. This upper level course will be taught as a seminar where students are expected to prepare for class by reading prior to class and/or completing a series of projects that will serve as a foundation for their active participation on a weekly basis.

II. Course Outcomes

Students by the end of the course will be able to:

- 1. Identify and define the fundamental principles and issues associated with budgeting for operations and capital improvements;**
- 2. Discuss the theory, collect the data, calculate, analyze and interpret the factors associated with the assessment of a jurisdiction's financial condition;**
- 3. Describe and demonstrate how operating and capital budget revenues and expenditures estimates are made;**
- 4. Analyze and interpret financial reports used in the implementation and monitoring of the annual operating budget;**
- 5. Distinguish and assess the roles of short and long term debt in the financing of public infrastructure and services;**
- 6. Identify linkages between a jurisdiction's budgeting and planning processes;**

SYLLABUS OF RECORD:

PLSC 376 – Public Sector Budgeting and Financial Management

I. Catalog Description

PLSC 376 Public Sector Budgeting and Financial Management 3c-01-3cr

Prerequisites: None

Addresses budgeting and financial management in public organizations with emphasis on state and local government. Theory and practice are integrated in the study of: financial condition assessment, operating budget preparation, process and analysis, capital infrastructure assessment, project planning and budgeting, short and long term debt financing/ administration, accounting and auditing as foundations for managerial oversight and control, performance measurement, cash management and investments, and pension administration.

II. Course Outcomes

Students by the end of the course will be able to:

- 1. Identify and define the fundamental principles and issues associated with budgeting for operations and capital improvements;**
- 2. Identify and collect the appropriate data, calculate, analyze and interpret the factors commonly associated with the assessment of a jurisdiction's financial condition;**
- 3. Describe and demonstrate how operating and capital budget revenues and expenditures estimates are made;**
- 4. Analyze and interpret financial reports used in the implementation and monitoring of the annual operating budget;**
- 5. Distinguish and assess the roles of short and long term debt in the financing of public infrastructure and services;**
- 6. Identify linkages between a jurisdiction's budgeting and planning processes;**
- 7. Develop the foundation for critically evaluating the effect of current political, economic, and social circumstances on public budgeting and financial administration;**
- 8. Identify and assess the challenges posed by jurisdictions which are financially distressed and the state's role/responsibility for intervention and problem solving; and**
- 9. Discuss the relationship between performance measurement and budgeting and identify accepted methods of gauging service and program performance**

III. Detailed Course Outline

The course as outlined could be presented as one 2.5 hour class or two 1.25 hour classes per week.

Week 1 – Overview of course and introduction to public sector budgeting and financial administration.

Weeks 2/3 – Financial Condition Assessment: Cash, Budgetary, Long Term and Service Level Solvency and Financial Trend Analysis

Week 4 – Operating Budget as Public Policy Statements, Financial Plans, Operations Guides, and Communications Opportunities

Week 5 – Operating Budgets: Expenditure and Estimates

Week 6 – Operating Budgets: Revenue Estimates

Week 7 – Operating Budgets: Implementation and Monitoring

Week 8 – Mid-Term Exam

Week 9 - Capital Infrastructure: Needs Assessment

Week 10 – Capital Infrastructure: Multi-year Budgeting

Week 11 – Debt Financing and Administration: Short versus Long Term Issues and Options

Week 12 – Accounting and Auditing: Management Tools for Financial Reporting, Monitoring, and Control

Week 13 – Performance Measurement: Public Services and Programs

Week 14 – Local Financial Distress and the State’s Role for Intervention and Problem-solving

Week 15 – Final Exam

IV. Evaluation Methods

The final grade will be determined as follows:

| | |
|----------------------|------------|
| Mid-term exam | 20% |
| Final Exam | 20% |

Both exams will be essay and have in-class and take home components. In-class questions will be to define or describe budgeting and financial management

principles, processes and practices and explain their importance to the effective administration of the financial management system. The outside of class aspect of the exam will be to work through a case study and answer questions which require the application of budgeting and financial administration concepts and practices to design solutions to financial challenges and issues with consideration for political, social, and fiscal factors.

Project - Financial condition assessment/financial trend analysis 20%

Students will be given a data base comprised of multi-year revenue and expenditure data. They will be expected to use the *Fiscal Monitoring Handbook*

to create a financial trend analysis with interpretations plus observations about the jurisdiction's basic financial condition.

Project - Analysis of departmental operating budget 20%

Students will choose a state or local government department/function from a series of budgets which are accessible via the Internet and evaluate it from policy, financial, operations and communications perspectives. Students may contact the jurisdiction to interview those who are responsible for budget development, implementation and monitoring as part of the assessment process.

Project - Capital budget project - needs assessment, project 20%

planning and financing

Students will select a capital improvement and develop a capital budget proposal which provides a description of the project, a financing plan and narrative to justify the project.

TOTAL: 100%

V. Grading Scale

Grading Scale: A = 93-100%, B = 83-92%, C=73-82%, D=63- 72%, F= < 63%

VI. Undergraduate Course Attendance Policy

Although there is no formal attendance policy for this class, student learning is enhanced by regular attendance and participation in class discussions and activities. Students are encouraged to prepare for and attend class on a continuing basis.

VII. Required Textbook(s), Supplemental Books and Readings

Mikesell, John L. (2006). *Fiscal Administration: Analysis and Applications for the Public Sector, 7th Edition*. Belmont, CA: Wadsworth Publishing Company.

Banovetz, James, Ed. (2004). *Managing Local Economic Development: Cases in Decision Making*. Washington, DC: International City/County Management Association.

Hirt, Mary Jane Kuffner. (1998). *Fiscal Monitoring Handbook*. PA Department of Community and Economic Development, Bureau of Local Government Services. (This book can be downloaded from the Department of Community and Economic Development's website accessible via the PAPowerport.)

VIII. Special Resource Requirements

Not applicable.

IX. Bibliography

Books:

Aronson, J. Richard and Eli Schwartz, Editors. (2004). *Management Policies in Local Government Finance, 5th Edition*. Washington, DC: International City/County Management Association.

Banovetz, James, Ed. (2004). *Managing Local Economic Development: Cases in Decision Making*. Washington, DC: International City/County Management Association.

Banovetz, James, Ed. (1998). *Managing Local Government: Cases in Decision Making, 2nd Edition*. Washington, DC: International City/County Management Association.

Bland, Robert and Irene S. Rubin. (1997). *Budgeting: A Guide for Local Governments*. Washington, DC: International City/County Management Association.

Gauthier, Steven J. (2002). *An Elected Official's Guide to Fund Balance and Net Assets*. Chicago: Government Finance Officers Association.

Hirt, Mary Jane Kuffner. (2003). *TIF (Tax Increment Financing Guide for Pennsylvania Local Governments)*. Pittsburgh: Southwestern Pennsylvania Commission.

Honadle, B.W., J.M. Costa, & B.A. Cigler. (2004). *Fiscal Health for Governments: An Introduction to Concepts, Practical Analysis, and Strategies*. Elsevier Academic Press.

Lee, Robert, Ronald Johnson and Philip Joyce. (2008). *Public Budgeting Systems*, 8th Edition. Sudbury, MA: Jones & Barlett Publishers.

Meade, Dean Michael. (2001). *The Quick Guide to Local Government Financial Statements*. CT: Governmental Accounting Standards Board.

Mikesell, John L. (2007). *Fiscal Administration: Analysis and Applications for the Public Sector*, 7th Edition. Belmont, CA: Thomson-Wadsworth Publishing Company.

Petersen, John E. and Dennis R. Strachota. (1991). *Local Government Finance*. Chicago: Government Finance Officers Association.

Rubin, Irene S. (2006). *The Politics of Public Budgeting: Getting and Spending, Borrowing and Balancing*, 5th Edition. Washington, DC: CQ Press.

Ruppel, Warren. (2005). *Governmental Accounting Made Easy*. Hoboken, NJ: John Wiley & Sons.

Steiss, A.W. (2005). *Strategic Facilities Planning: Capital Budgeting and Debt Administration*. NY: Lexington Books.

Walters, Jonathon. (1998). *Measuring Up: Governing's Guide to Performance for Geniuses and Other Public Managers*. Washington, DC: Governing Books.

Journals/Periodicals:

Public Budgeting and Finance

Government Finance Review

State and Local Government Review

COURSE ANALYSIS QUESTIONNAIRE

Section A: Details of Course

A1 - This course will be offered as an upper level undergraduate elective. For Political Science majors who must take courses in three of four areas, it would be included as a course under the “Public Policy and Public Administration” category. For those who are Government and Public Service majors, it would more specifically address the role of the administrator in budgeting and financial management and act as a substitute for courses that are no longer offered. For students outside the Political Science Department, those majoring in Geography and Regional Planning would be the second greatest source of enrollment for this course. Essentially, the course should be of most interest to students who intend to seek employment at the local and state government levels as administrative generalists and planners or enroll in graduate level studies in public administration or planning.

A2 – This course is an addition to the existing course offerings. It will not require any revision or adjustment to existing courses. It will permit students to acquire more comprehensive knowledge and understanding of subjects introduced in two existing courses; PLSC 370 – Introduction to Public Administration and PLSC 371 – Issues in Public Administration.

A3 – The course has not been offered on a trial/special topics basis.

A4 – The course will not be dual level. A graduate level course, PLSC 668 – Public Sector Financial Administration, is offered as part of the Master of Arts in Public Affairs public administration track core curriculum.

A5 – The course will not be offered/taken for variable credit.

A6 – Colleges and universities across the United States currently offer a course and in cases two courses in public sector budgeting and finance as part of the undergraduate political science and/or public administration programs. Course descriptions from the following colleges and universities are included in the appendix.

| | |
|---------------------------------|---|
| Georgia State University | PAUS 3831 Governmental Budgeting |
| Duquesne University | POSC 220 The Politics of Public Finance |
| West Chester University | PSC 375 Public Fiscal Management |
| Kean University, NJ | PA 3200 Managing Resources I: Budgeting and Financial Management in Government |
| Shippensburg University | PLS 373 Public Financial Administration |

University of Southern California 313 Finance of the Public Sector

**407 Financial Management of Public and
Non Profit Organizations**

Cleveland State University USA 459 Budgetary Policy

**The University of Arizona PA 410 Introduction to Public and Non Profit
Financial Management**

Florida Atlantic University PAD 4223 Public Budgeting and Finance

**PAD 4228 Public Budgeting Techniques and
Processes**

A7 – Although this course is a foundation or core course in undergraduate public administration programs and public management degree tracks within political science, there are currently no organizations that accredit undergraduate degree programs in public administration. NASPAA, the National Association of Schools of Public Affairs and Administration, though has developed curriculum guidelines for undergraduate public administration programs which advocate that courses offered provide a strong component of analytical and management skills relevant to public administration as well a broad background and understanding of the political, social, and economic environment in which public issues exist (*Guidelines for Baccalaureate Degree Programs in Public Affairs/Public Administration, 1997*). This course along with the public policy and research methods courses currently offered by the Political Science Department would address NASPAA’s recommendation for programs to include courses which facilitate the development of professional capacity at the entry level for analytical and management skills. It would fall within NASPAA’s description of elective courses which deal with complex issues inclusive of health care, education, technology, social welfare, public finance, economic development, non-profits and leadership.

The accreditation agency for planning programs, the Planning Accreditation Board, comprised of the Association of Collegiate Schools of Planning, the American Planning Association, and the American Institute of Certified Planners requires programs to provide students with understanding and knowledge of processes and procedures which affect the development and implementation of local and regional plans. This course would introduce the planning student to the processes and procedures associated with multi-year capital planning for infrastructure development and maintenance and the role of the annual operating budget as capital planning implementation mechanism.

Section B: Interdisciplinary Implications

B1 – The course will be taught by an existing Department of Political Science faculty member.

B2 – No conflict/overlap between this course and others offered by departments across the university is anticipated. The two departments which list courses related to public financial management are accounting and economics. Accounting 401 – Advanced Accounting, Accounting 431 – Auditing, and Accounting 441 – Accounting for Government and Non-profit Organizations are upper level specialized courses for students who will likely be working as internal or public accountants and auditors in the recording, analysis, interpretation and review of financial data. It would be rare that an undergraduate political science or planning major would take such courses as part of their programs. Economics 335 – Public Finance as described focuses on the theoretical aspects of the federal level of government and the effect the federal budget and debt have on the economy. Economics 336 – State/Local Finance as described focuses on the analysis of the character and impact of state and local government revenues and expenditures and intergovernmental fiscal relations. The proposed course will not duplicate the theoretical focus of either economics course.

Communication with the Economics and Accounting Departments has been initiated to confirm the absence of conflict. A copy of the e-mail is attached as Appendix B.

B3 – The course will not be cross listed with another department.

Section C: Implementation

C1 – No new faculty will be required for this course. The faculty member who currently teaches PLSC 668 – Public Sector Financial Administration will be responsible for teaching this course. It is expected that the course will be offered once per year in the fall or spring semester. The course will be counted as one preparation and three hours of equated workload.

C2 – Other resources:

- a. Current space allocations are adequate to offer this course.**
- b. No special equipment is needed for this course.**
- c. No laboratory supplies are necessary for this course.**
- d. Library resources currently available through electronic means should be adequate for this course.**
- e. No department resources for travel are necessary for this course.**

C3 - No aspect of this course proposal relies on grant funds.

C4 –This course will be offered once per year in the spring or fall semester.

C5 – Only one section of the course will be offered during any single semester.

C6 – The number of students as determined by the administration for a non-writing intensive, upper level course will be accommodated in this course.

C7 – No professional society recommends enrollment limits or parameters for this course.

C8 - The proposed course will not be offered as a distance education course.

Section D: Miscellaneous – No additional information is necessary for this proposal.

APPENDIX A

Course Descriptions from Other Colleges and Universities

MOKH



[Back to Main](#) | [Contact Us](#)

Department of Political Science

[Undergraduate Programs](#) | [Master of Public Administration](#) | [Internships](#) | [Courses](#) | [Activities](#) | [Faculty & Staff](#) | [Links](#)

Public Administration

Public Administration (B.S.)

Political Science (39 crs.)

Required (27 crs.)

PLS100 U.S. Government & Politics 3 crs.

PLS231 State & Local Government 3 crs.

PLS271 Introduction to Public Administration 3 crs.

PLS300 Advanced U.S. Government Institutions & Public Policy 3 crs.

PLS301 Political Science Research Methods 3 crs.

PLS302 Public Policy Analysis 3 crs.

PLS371 Public Management 3 crs.

PLS372 Public Personnel Administration 3 crs.

PLS373 Public Financial Administration 3 crs.

PLS373 PUBLIC FINANCIAL ADMINISTRATION (3 CRS.)

Deals with fiscal policy determination, accountability, and management of financial resources. Administrative and the political aspects of the budgetary process will be covered. Appropriate references will be made to the impact of federal programs upon state and local governments and the fiscal relations existing between various levels of government. Prerequisite: PLS271 or permission of instructor

Prerequisite
PLS271 -
Intro to Public
Adm
014 Instructor

**PAD 4203 Financial Management of Nonprofit Organizations**

Course introduces students to the theory and practice of financial management within nonprofit organizations, including churches, charities, hospitals, and human service organizations. This course provides an introduction to management issues faced by leaders in nonprofit organizations.

PAD 4223 Public Budgeting and Finance

Prerequisite: PAD 3003 or permission of instructor

The theory and practice of various approaches to financial management in government including budgeting techniques. Special emphasis on the role of budgeting in shaping public policy.

Pre-requisite
Intro to
Public Adm.

PAD 4228 Public Budgeting Techniques and Processes

Prerequisite: PAD 4223

An exploration and analysis of the budgetary processes typically employed at the federal, state, and local levels of government. Practical as well as theoretical exposure to the techniques and various formats of public budgeting.

PAD 4320 Program Evaluation in Public Management

Explores the organizational, social, and political contexts of program evaluation to gain understanding of construction of evaluation program research design and methodologies needed for systematic program evaluation.

PAD 4332 Managing for Excellence in the Public and Nonprofit Sectors

Surveys the current management and leadership tools and processes that have been used in both private and public organizations to provide a conceptual understanding of the possibilities to improve public and nonprofit organizational performance such as measurement, strategic planning, employee motivation, and organizational development and change.

PAD 4414 Public Personnel and Supervisory Practices

Prerequisite: PAD 3003 or permission of instructor

A general survey of public personnel administration including the evolution of civil service. Includes an introduction to supervisory practices.

PAD 4426 Public Sector Labor Relations

An examination of the historical development of labor relations and collective bargaining in the public sector and the impact of public employees unions on public personnel administration.

PAD 4604 Administrative Process and Ethics

Prerequisite: PAD 3003 or permission of instructor

Surveys the principles of administrative procedure, procedural due process, and regulatory procedures and considers administrative ethics in process.

PAD 4702 Quantitative Inquiry for Public Managers

This course introduces students to basic statistical concepts and quantitative methods of inquiry in the field of public management using real-world examples and hand-on data manipulation. Topics include displaying and summarizing data, using probabilities to explain data, estimating population values from samples, hypothesis testing (including t, F, and chi-square tests), correlation, and simple regression.

PAD 4704 Research Methods for Public Management

Provides a basic overview and application of quantitative decision-making methods for public management. It includes research design, some major management techniques and computer applications.

PAD 4806 Public Administration in State and Local Government

A study of the structure, functions, policy processes, and administration of state and local governments.



Eller COLLEGE OF MANAGEMENT

School of Public Administration & Policy

| | | | | | | |
|---------------------------------------|---|----------------------------------|-------------------------------------|---|--|-----------------------------------|
| Undergraduate Program | Master of Public Administration | Doctoral Program | Faculty & Staff | Research & Publications | Careers & Recruiting | News & Events |
|---------------------------------------|---|----------------------------------|-------------------------------------|---|--|-----------------------------------|

Undergraduate Program Courses

Public Administration & Policy course descriptions are available at UA's [General Catalog](#). Follow a link below for specific course information:

[Public Administration & Policy Spring 2008 Course Descriptions](#)

[Public Administration & Policy Fall 2007 Course Descriptions](#)

New Courses:

- [PA 461: Global Climate Change, Integrating Science, Policy, and Decision Making](#)
- [PA 562: The Political Economy of U.S. Immigration Policy](#)

Spring Syllabi:

- [Undergraduate Courses](#)
- [Graduate Courses](#)

Fall Syllabi:

- [Undergraduate Courses](#)
- [Graduate Courses](#)

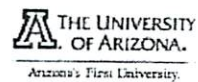
For more course information, please contact us.

School Resources:

- [Alumni](#)
- [Arizona Networks](#)
- [Community Advisory Board](#)
- [Mission Statement](#)

Undergraduate Program

- [Admissions](#)
- [Courses](#)
- [Concentrations](#)



Public Administration and Policy, Courses Spring 2008

PA 410 -- Introduction to Public and Nonprofit Financial Management (3 units)

Description: Issues and techniques of financial management and budgeting in the public and nonprofit sectors.

PRE-REQUISITE - ACCOUNTING (Intro level)

Undergraduate Catalog

2007-2008 *Effective through Summer 2008*

[Go to 08-09 Catalog](#)

[Table of Contents](#) | [Course Descriptions](#) | [Alpha Index](#) | [Google this catalog](#)

On this page:

- [Back to College](#)
- [At-a-Glance](#)
- [Major-Field Requirements](#)
- [Minor](#)
- [USA Courses](#)
- [Go to Urban Affairs Web Site](#)

Urban Services Administration

Urban Services Administration (B.A.) At-a-Glance

Degree granted: Bachelor of Arts

Hours required for major: 36

Articulation Agreements: human services, community health management

Advising: designated college adviser: phone: (216) 687-2138

Student organizations: Urban Studies Association, Pi Alpha Alpha

Additional Information:

Internship opportunities are available to all students; scholarships are available to qualified students. All courses in major fields are available in the evening; students with substantial prior learning experience may apply for credit through the Assessment and Accreditation of Prior Learning Experience program.

Opportunities to participate in small seminar groups, research projects, and online courses are available. Students may also participate in the Cooperative Education Program. Students should consult their advisers for assistance in planning course work.

[Return to top](#)

Major-Field Requirements

Urban Services Administration majors are required to complete a minimum of 36 credit hours from the following courses, A and B.

A. Required Courses (24 credit hours):

- UST 302 Contemporary Urban Issues
- USA 380 Urban Family Development
- USA 433 Conflict Management
- USA 452 Management of Urban Organizations
- USA 456 Institutional Development of the Nonprofit Organization
- USA 459 Budgetary Policy

USA 459 Budgetary Policy (4-0-4). Revenue, expenditure, and debt structures of American cities; theories of public budgeting; types of budgets and budget formats; and typical components of a budget document. Cross-listed with UST 459

NO
PRE-REQUISITE



About SPPD

Degrees and Programs

Admission

Research

Career Services

Faculty

Tracks

Students select one track for degree emphasis and 20 units (five courses) from that selected track.

- [Health Policy and Management](#)
- [Public Management](#)
- [Public Policy Areas and Issues](#)
- [Real Estate Development](#)
- [Urban Planning and Development](#)

In This Section

- Students
- Unique Features
- Curriculum
- General Education Requirements
- Pre-major Requirements
- General Electives
- PMPL Core Courses
- Tracks
- Admission

Health Policy and Management

- Introduction to Health Policy Management (PPD 230) - 4 units
- Financial Accounting in Public and Nonprofit Organizations (PPD 318) - 4 units
- Introduction to Health Care Systems (PPD 330) - 4 units
- Administration of Health Care Organizations (PPD 413) - 4 units
- Financial Management of Public and Nonprofit Organizations (PPD 407) - 4 units

Public Management

- Finance of the Public Sector (PPD 313) - 4 units
- Human Resource Management for Public Organizations (PPD 316) - 4 units
- Financial Accounting in Public and Nonprofit Organizations (PPD 318) - 4 units
- Organizational Behavior in Public Administration (PPD 320) - 4 units
- Management of Public and Nonprofit Organizations (PPD 402) - 4 units
- Management Analysis (PPD 403) - 4 units
- Financial Management of Public and Nonprofit Organizations (PPD 407) - 4 units
- Training and the Applied Behavioral Science (PPD 409) - 4 units
- Politics and Administration (PPD 476) - 4 units

313 Finance of the Public Sector (4, FaSp)

Justifications for and effects of government policies; tax and spending sides of government budgets; public goods; externalities; social insurance; redistribution and welfare; tax policy. (Duplicates credit in former PPMT 313.) Prerequisite: ECON 203.

MACRO ECONOMICS

407 Financial Management of Public and Nonprofit Organizations (4, Sp)

Time value of money, risk, government bonds and tax-exempt financing, cost of capital, budgeting, financial statement analysis, and working capital management. (Duplicates credit in former PPMT 414.) Prerequisite: PPD 318.

Public Policy Areas and Issues

- Finance of the Public Sector (PPD 313) - 4 units
- Crime and Public Policy (PPD 342) - 4 units
- Urban Institutions and Policies (PPD 350) - 4 units
- Urban Transportation Planning and Policy (PPD 360) - 4 units
- Los Angeles Mini Semester (PPD 352amb) - 4 units
- The Nonprofit Sector and the Public Interest (PPD 371) - 4 units
- Public Service in an Urban Setting (PPD 372m) - 4 units
- Housing and Community Development (PPD 439) - 4 units
- Sustainability Planning (PPD 461) - 4 units
- Politics and Administration (PPD 476) - 4 units

Real Estate Development

Students take the following required courses:

- Real Estate Fundamentals for Planning and Development (PPD 362) - 4 Units
- History of Planning and Development (PPD 417) - 4 Units
- Analyzing Real Estate Markets for Planning and Development (PPD 435) - 4 Units
- Advanced Finance and Investment for Planning and Development (PPD 437) - 4 Units

Students select one of the following elective courses:

- Urban and Regional Economics (PPD 358) - 4 Units
- Designing Livable Spaces (PPD 425) - 4 Units
- Design and Development Laboratory (PPD 431L) - 4 Units
- Housing and Community Development (PPD 439) - 4 Units
- Sustainability Planning (PPD 461) - 4 Units
- Fundamentals of Historic Preservation (ARCH 450) - 4 Units
- Real Estate Law (FBE 427) - 4 Units
- Construction Engineering (CE 460) - 3 Units*

PA 3300 Managing Resources II: Human Resources in Government 3

GRADUATE COURSE REQUIREMENTS FOR B.A.

REQUIRED COURSES

PA 5000 Fiscal Policy Processes 3
 PA 5010 Public Bureaucracy 3
 PA 5030 Analytical Methods 3
 PA 5031 Quantitative Methods 3

ADDITIONAL GRADUATE REQUIREMENTS TO COMPLETE MPA DEGREE

PA 5040 Public Budgeting 3
 PA 5050 Administrative Law 3
 PA 5990 Research Seminar in International Relations 3

FREE ELECTIVES

Five courses in Public Administration selected with advisement. 15

PA 5960 Graduate Internship or two additional courses, if internship is waived. 6

Please see Graduate Catalog for course descriptions.

PUBLIC ADMINISTRATION COURSES

REQUIRED COURSES

*PA 2000 Introduction to Public Administration (3)

Emphasis on a systematic perspective in understanding the impact of social, economic and political forces (both national and international) in shaping the role and impact of public administration. Focus on the policy-making and policy-implementation process; importance of federalism and intergovernmental relations. Emphasis on the roles, functions and activities of public managers.

PA 2010 Management Challenges in Public Organizations (3)

Emphasis on an understanding of public organizations as interactive systems; individual and group dynamics; organizational, cultural and design; major theories of organization and management. Understanding of skills and competencies managers need to develop. Prerequisite: PA 2000.

PA 3001 Managing Information Technology and Information Systems in the Public Sector (3)

Introduction to the use of computers and information technology in government; familiarity with major activities and software packages; fundamentals of collecting and analyzing data. Prerequisite: PA 2000 or permission of instructor.

PA 3100 Policy Analysis in the Governmental System (3)

Emphasis on the development of quantitative and qualitative skills in analyzing policy issues and in the evaluation of governmental programs; focus on the intergovernmental context as it affects the policy-making and policy-implementation process. Prerequisites: PA 2000 or permission of instructor.

Writing Emphasis Course

PA 3110 Intergovernmental Relations (3)

Review and analysis of intergovernmental relations (IGR) in the United States. Emphasis on interaction among officials and governmental units; examination of fiscal relationships, particularly the grants-in-aid process, and discussion of public policy implications of IGR.

Prerequisites: PA 2000 or permission of instructor.

Writing Emphasis Course

PA 3200 Managing Resources I: Budgeting and Financial Management in Government (3)

Emphasis on understanding fundamental principles and processes involved in the acquisition and use of financial resources.

Prerequisite: PA 2000 or permission of instructor.

PA 3300 Managing Resources II: Human Resources in Government (3)

Basic principles and processes involved in the management of human resources in the public sector.

Prerequisite: PA 2000.

*PA 4000 Junior/Senior Transitional Seminar in Public Administration (3)

Introduction to the "real world" of public administration via intensive examination of problems and issues facing public managers; extensive interaction with practitioners; focus on understanding skills and practical administration.

Prerequisites: PA 2000 plus 15 credits in Public Administration; completion of at least 60 credits.

ELECTIVE COURSES

PA 2700 Health Care Systems in the United States (3)

Survey of the arena in which health care administration occurs, focusing on the relationship among the different provider institutions within the context of government and financial restrictions.

PA 3400 Critical Issues in Public Administration I and II (3)

Examination of important contemporary issues affecting the field and practice of public administration; identification of policy implementation and/or management trends of particular significance for the future. Choice of topics each semester will vary but will usually focus on domestic or social policy and management issues.

Prerequisite: PA 2000 or permission of instructor.

PA 3070 Administration of Public Policy (3)

Examination of the administrative policy making process, involving both policy formulation and policy implementation. The demands on administrators from various sectors of the political system for policy change as well as bureaucratic influence on legislative policy making are also considered. Prerequisite: PA 2000.

PA 3350 Collective Bargaining (3)

Analysis of collective bargaining as a social and political process within an economic framework, with special emphasis on employee association in the public sector.

Prerequisite: PA 2000 or permission of instructor.

*PA 3380 Grantsmanship (3)

Introduction to the intergovernmental grants process; examination of American intergovernmental relations and assistance structures; techniques for researching, planning, writing, packaging and lobbying grant and contract proposals.

Prerequisite: PA 3110 or permission of instructor.

Writing Emphasis Course.

PA 3500 Administrative Law and Regulatory Policy (3)

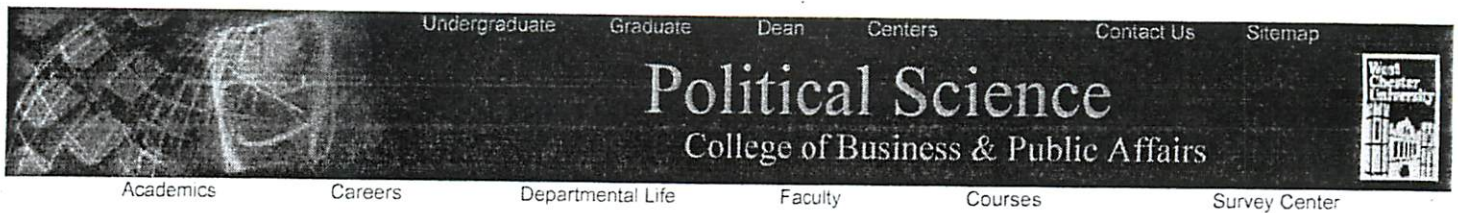
Delegation of powers, separation of powers, rule-making by administrative agencies. The study of cases which affect the administrative process and relate to the scope of judicial review.

Prerequisite: Permission of instructor.

PA 3700 The Manager as a Negotiator (3)

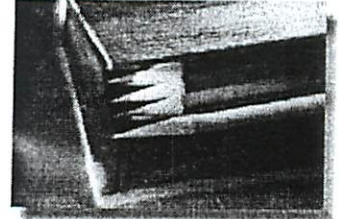
This course will focus on the negotiation process which managers are required to engage in on a day-to-day basis, and will emphasize the communication skills which the manager must display if she/he is to be effective.

Kean University, N.J.



Course Listing: Introduction

All of the University's programs of study undertake to provide you, as the student, with a sound general education, the tools of analytical thinking, and the knowledge that can be applied to societal problems. In keeping with these goals, the Department of Political Science offers programs and courses that give you a wide variety of opportunities, yet still allow room for career choices after graduation.



Typical courses in the department include those from our core:

- American Government and Politics -- The Politics of Diversity
- Foundations of Political Science -- International Relations
- Political Theory and Philosophy -- Comparative Politics
- State and Local Government -- Public Administration

We also offer a wide range up upper-level courses from the three concentrations in the Department. Here is but a sample of courses:

- American Foreign Policy -- Civil Liberties and Civil Rights -- Constitutional Law
- Judicial Behavior -- American Presidency -- International Political Economy
- Political Parties and Elections -- Women in Politics -- Public Opinion and Propaganda
- The Politics of Race, Gender, and Class -- Congress -- Middle East Politics
- European Politics -- Asian Politics -- Latin American Politics -- Public Policy

PSC 375 Public Fiscal Management

Introductory course to public fiscal management applicable to local, state, and national levels of government. Focus on the three major aspects of fiscal management: public services in a free market/mixed economy; revenue/taxation theory and practice; and governmental budgeting systems and concepts.

Prerequisites for this course: *PSC 202, and one prior course in economics recommended*

Intro to Public Administration

West Chester University

McAnulty College & Graduate School of Liberal Arts

- Human Resources
- DU Daily & Events
- Athletics

[About DU](#) [Academics](#) [Admissions](#) [Student Life](#) [Alumni and Friends](#) [Search DU](#) [Home](#)



Political Science

- Undergraduate College
- Graduate School
- Programs
- Liberal Arts Home

- [Home](#)
- [Mission](#)
- [Faculty & Staff](#)
- [Programs](#)

- [Course Descriptions](#)
- [Course Schedules](#)
- [Scholarship & Service](#)
- [Resource Links](#)

- [News](#)
- [Apply](#)
- [Pre-Law](#)

Courses

POSC 105 - AMERICAN NATIONAL GOVERNMENT - 3 credits. The institutional structure and policy making processes of national government are examined as reflections of the assumptions of liberal democracy and of the American social and economic systems.

POSC 110 - CURRENT PROBLEMS IN INTERNATIONAL POLITICS - 3 credits. A survey of the various issues that states currently face in international politics, including disputes over territory, use of force, access to global resources, the environment, trade, technology transfer, health issues, and the role of international organizations.

POSC 115 - HUMAN BEING AND CITIZEN - 3 credits. An introduction to the perennial conflicts of political life, using literature, plays, music and works of political thought.

POSC 120 - INTRODUCTION TO POLITICAL ECONOMY - 3 credits. An introduction to how government decisions about trade, investment, debt and market developments impact people domestically and worldwide. Special attention is given to the problems experienced by poorer countries and responsibilities of developed nations. No background in the subject matter is required.

POSC 203 - THE AMERICAN CONGRESS - 3 credits. An investigation of the operation of the Congress within the American system of government

POSC 208 - COMPARATIVE POLITICAL SYSTEMS: ADVANCED INDUSTRIAL STATES - 3 credits. A comparative analysis of political systems of Western Europe and Japan. Emphasis is on the political history, institutions, parties and major policy issues facing these countries.

POSC 209 - COMPARATIVE POLITICAL SYSTEMS: DEVELOPING STATES - 3 credits. An examination of democratization, economic development, cultural conflicts, and regional relations in developing states such as India, Malaysia, Nigeria and Mexico.

POSC 220 - THE POLITICS OF PUBLIC FINANCE - 3 credits. This course is an introduction to the politics of the budgeting and appropriating processes, both of which have taken on a disproportionate influence over policy making in the last decade. The course examines the key actors, institutional procedures, actor strategies, and policy products in these areas, considered at both the federal and state levels of governance.

NO
PRE-REQUISITE



SEARCH:

This Site All GSU.Edu

QUICK LINKS: Select destination

- ABOUT US
- PEOPLE
- DEGREES & PROGRAMS
- COURSES
 - Undergraduate Courses
 - Graduate Courses
 - Internships
- FINANCIAL ASSISTANCE
- RESOURCES
- CONTACT US
- HOME
- INFORMATION FOR
 - PROSPECTIVE STUDENTS
 - CURRENT STUDENTS

PAUS HOME | COURSES | UNDERGRADUATE COURSES

Undergraduate Courses

Class Schedule

- Visit GoSOLAR for course schedules and registration
- New classes for the Nonprofit Management track
- Study Abroad opportunities

Index of Courses

- PAUS 3011: Policy and Politics in the American City
- PAUS 3021: Citizenship, the Community, and Public Service
- PAUS 3031: Policy Leadership
- PAUS 3111: Urban Political Economy
- PAUS 3210: Introduction to the Nonprofit Sector
- PAUS 3211: Career Development in Public and Nonprofit Organizations
- PAUS 3213: Nonprofit Financial Resources
- PAUS 3231: Nonprofit Leadership and Management
- PAUS 3311: Critical Policy Issues
- PAUS 3411: Contemporary Planning
- PAUS 3531: Air Traffic Management
- PAUS 3611: Introduction to Human Resource Development (HRD) in Public and Nonprofit Organizations
- PAUS 3801: Public Administration and Politics
- PAUS 3831: Governmental Budgeting **NO PRE-REQUISITE**
- PAUS 4021: Working with Policy Data
- PAUS 4031: Evaluating Public Policy
- PAUS 4061: Microeconomics for Public Policy
- PAUS 4071: Advanced Methods for Policy Research
- PAUS 4081: Evaluation Research
- PAUS 4091: Workshop on Public Policy
- PAUS 4211: Issues and Problems in Personnel Management Systems for Public and Nonprofit Agencies
- PAUS 4221: Human Capital Development Policy
- PAUS 4241: Training Design and Strategies
- PAUS 4261: Organizational Contexts of Public and Nonprofit Personnel Policy and Administration
- PAUS 4301: Local Governance
- PAUS 4401: Planning Theory and Analysis
- PAUS 4421: GIS Applications to Planning and Policy Analysis
- PAUS 4451: Economic Development Policy and Planning
- PAUS 4471: Urban Infrastructure Planning and Policy
- PAUS 4601: Leadership, Citizenship, and Public Ethics

PAUS 3831: Governmental Budgeting
 Syllabus [PDF]
 (Same as PolS 3770.) This course is a study of fiscal planning and management in the administrative process, budgetary theory, and the budget process.
 3.000 Credit Hours

APPENDIX B

E-mail Correspondence:

Course Number Request/Response

Response from Economics Department

Request to Finance Department (9/13/08)

From: "Debbie L. Weaver" <dlweaver@iup.edu>
Subject: New Course Number Needed for Tomorrow's College Chairs' Meeting
Date: Tue, 29 Apr 2008 11:54:57 -0400
To: "Steve Jackson" <sjackson@iup.edu>
Cc: "Kyleen Burkley" <kburkley@iup.edu>, "Mary Jane Hirt" <mjk@grove.iup.edu>, "Asamoah, Yaw A" <Yaw.Asamoah@iup.edu>



Headers



Decode

Hi Dr. Jackson,

Dr. Asamoah has asked me to send the following message:

~~~~~  
Hello Steve,

Please check with the Registrar's Office to obtain the course number for the new course proposal that Dr. Hirt has submitted for review at tomorrow's College Chairs' meeting.:  
PLSC 37X Public Sector Budgeting and Financial Management.

I would like to have this course number to include in the minutes at tomorrow's meeting.

Thanks.  
Yaw Asamoah

~~~~~  
Debbie Weaver Phone: 724-357-5764
College of Humanities & Social Sciences FAX: 724-357-4816
201 McElhane Hall, 441 North Walk E-Mail: dlweaver@iup.edu
Indiana University of Pennsylvania
Indiana, PA 15705

From: "Steven Jackson" <sjackson@iup.edu>
Subject: RE: new course number
Date: Wed, 30 Apr 2008 11:52:23 -0400
To: "Kyleen S. Burkley" <kburkley@iup.edu>
Cc: "Mary Jane Kuffner Hirt" <mjk@iup.edu>



376.
sfj

From: Kyleen S. Burkley [mailto:kburkley@iup.edu]
Sent: Wednesday, April 30, 2008 10:08 AM
To: 'Steven Jackson'
Subject: new course number

Hi Steve, For Mary Jane's new course we can pick 372, 373, 374, 375, or 376. Let me know what you pick. Thanks.

Kyleen Burkley

Indiana University of Pennsylvania

Political Science Department

103E Keith Annex

(724)357-2290 ph.

(724)357-3810 fax

From: "Nicholas Karatjas" <karatjas@iup.edu>
Subject: Re: PLSC Course Proposal
Date: Tue, 29 Apr 2008 10:49:51 -0400
To: "Mary Jane Kuffner Hirt" <mjk@iup.edu>
Cc: <karatjas@iup.edu>



Professor Hirt,

The Department of Economics has reviewed the proposal for PLSC 37x "Public Sector Budgeting and Financial Administration".

We find no material conflict or overlap between our course offerings and the proposed course.

Nicholas Karatjas

----- Original Message ----- From: "Mary Jane Kuffner Hirt" <mjk@iup.edu>
To: <Nicholas.Karatjas@iup.edu>; <gpkline@iup.edu>
Sent: Thursday, March 27, 2008 10:22 AM
Subject: PLSC Course Proposal

Dear Profs. Karatjas and Kline,

I am involved with the development of an undergraduate course proposal for PLSC 37X Public Sector Budgeting and Financial Administration. The course will primarily serve political science and geography and regional planning students. It will be offered once per academic year. In reviewing the undergraduate catalog, courses offered by your departments are the ones which should be reviewed for potential conflicts. Given the intent of the proposed course -- to educate those who will work within the state and local government setting as planners and administrators, there should be no conflicts in terms of the intended student enrollees.

The proposed course description is:

This course addresses budgeting and financial management in public organizations with emphasis on state and local government. Theory and practice are integrated in the study of: (1) financial condition assessment, (2) operating budget preparation, process and analysis, (3) capital infrastructure assessment, project planning and budgeting, (4) short and long term debt financing/ administration, (5) accounting and auditing as foundations for managerial oversight and control, (6) performance measurement, (7) cash management and investments, and (8) pension administration. This upper level course will be taught as a seminar where students are expected to prepare for class by reading prior to class and/or completing a series of projects that will serve as a foundation for their active participation on a weekly basis.

Please review the course description and determine whether you believe there will be a conflict/overlap with courses your respective department offers.

*If you have questions, please contact me at mjk@iup.edu or 412-782-3373.
Thank you.*

*Mary Jane Kuffner Hirt
Dept. of Political Science*

From: "Mary Jane Kuffner Hirt" <mjk@iup.edu>
Subject: Course Proposal - Public Sector Budgeting and Financial Management
Date: Sat, 13 Sep 2008 10:32:15 -0400
To: Ibrahim.Affaneh@iup.edu



Hello, Dr. Affaneh,
The UCC is in the midst of reviewing a course proposal for PLSC 376 - Public Sector Budgeting and Financial Management. The course would primarily serve undergraduate political science and geography and regional planning students. Last spring, I contacted your department to determine whether there would be any overlap between the proposed course and those taught by your department. However, I did not receive a response. Please review the following information. If you have questions, please contact me. Thank you.
Mary Jane Hirt
Political Science

PLSC 376 - Public Sector Budgeting and Financial Management
2.5 class hours 0 lab hours 3 credit hours (2.5c-01-3cr)
No pre-requisites.

This course addresses budgeting and financial management in public organizations with emphasis on state and local government. Theory and practice are integrated in the study of: (1) financial condition assessment, (2) operating budget preparation, process and analysis, (3) capital infrastructure assessment, project planning and budgeting, (4) short and long term debt financing/ administration, (5) accounting and auditing as foundations for managerial oversight and control, (6) performance measurement, (7) cash management and investments, and (8) pension administration. This upper level course will be taught as a seminar where students are expected to prepare for class by reading prior to class and/or completing a series of projects that will serve as a foundation for their active participation on a weekly basis.