

School of Public and Environmental Affairs Graduate Bulletin 2013-2014



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Courses

Graduate

Public Affairs Courses

- SPEA-V 500 Quantitative Tools for Public Affairs (1-3 cr.) A modular presentation of mathematical and statistical concepts designed to prepare students for V 506 Statistical Analysis for Effective Decision Making. Representative module topics include basic algebraic concepts, probability, computer use, and matrix algebra.
- SPEA-V 502 Public Management (1-3 cr.) Analysis of concepts, methods, and procedures involved in managing public organizations. Problems of organization, planning, decision making, performance evaluation, and management of human resources are considered. Cases are drawn from a variety of public services found at federal, state, and local levels of government.
- SPEA-V 504 Public Organizations (1-3 cr.) This course focuses on the behavior and theory of public organizations in four areas: (1) individuals and groups in public organizations, (2) the design of public organizations, (3) organization-environment relations, and (4) interorganizational relations.
- SPEA-V 506 Statistical Analysis for Effective Decision Making (3 cr.) Noncalculus survey of concepts in probability, estimation, and hypothesis testing. Applications of contingency table analysis and analysis of variance, regression, and other statistical techniques. Computer processing of data emphasized.
- SPEA-V 507 Data Analysis and Modeling for Public Affairs (3 cr.) P: SPEA-E 538 or V 506. Focus on analytical models and their use in solving problems and making decisions in the public sector. Discussion of standard approaches to modeling and estimation of parameters.

- SPEA-V 508 Topics in Quantitative Analysis (1-3 cr.) P: consent of instructor. Study and application of selected quantitative methods of analysis. Additional topics that are not included in V 506 and V 507 may be presented, or more advanced examination of topics that are introduced in V 506 or V 507 may be presented.
- SPEA-V 509 Administrative Ethics in the Public Sector (3 cr.) Ethical conduct in the public sector is examined. Topics covered could include personal ethical responsibility, deception, corruption, codes of ethics, policy-making, morality, politics, and whistle blowing. Case studies and media material will be used to illustrate these and other such issues affecting the workplace.
- SPEA-V 510 Government Regulation in Market Economies (3 cr.) P: SPEA-V 517 or consent of instructor. An overview of government regulation and involvement in the private sector and of public policy consequences of government action in market economies. Analysis of case studies in business-government relations.
- SPEA-V 511 Human Behavior and Energy Consumption (3 cr.) We face many barriers that prevent us from conserving energy and other natural resources. This course is aimed at decreasing energy use independent of top down regulations. Students will understand the nature of energy, the importance of human behavior, and how to create, and evaluate behavioral change.
- SPEA-V 512 Public Policy Process (1-3 cr.) An examination of the role of public affairs professionals in policy processes. Focuses on relationships with political actors in various policy areas.
- SPEA-V 513 Wildlife Law (3 cr.) Topics include the relationship between real property and wildlife, sovereignty and federalism issues, the Endangered Species Act, and other federal programs. The class also discusses the public policy, ethical, scientific, and economic issues associated with environmental decision-making. Focus is on U.S. law/policy.
- SPEA-V 515 Sustainable Communities (3 cr.) Course explores proactive strategies for moving communities toward economics, social and environmental sustainability. Through case studies, projects, tours, and visiting professionals the new thinking in community design, from individual green buildings to regional scales of transportation, land use, commerce, natural systems restoration, waste, food, water and energy are developed.
- SPEA-V 516 Public Management Information Systems (3 cr.) This course focuses on the application of information systems concepts and tools to challenges and opportunities in the public sector. Topics covered will include current trends in information systems; managerial use of information systems;

hardware, software, and telecommunications; systems development processes and practices; and strategic and policy issues in IS.

- SPEA-V 517 Public Management Economics (3 cr.) This course focuses on applications of the principles and concepts of intermediate microeconomic theory and managerial economics to public-sector management decisions and policy analysis. The course utilizes case studies with the goal of giving students opportunities to recognize the economic dimensions inherent in the public policy problems and to develop an analytical problem-solving orientation.
- SPEA-V 518 Intergovernmental Systems Management (1-3 cr.) Discussion of theories and approaches to systems management, including responsibilities and tasks of public systems. Examination of intergovernmental relationships and intralocal governmental relationships, treatment of organizational and systems design, as well as planning, decision making, and control of public systems. Discussion of applications to services such as environment, health, and human services.
- SPEA-V 519 Database Management Systems (3 cr.) This course provides students an in-depth knowledge of database design and management in public organizations. The students create a conceptual, logical, and physical design of databases; build models of data required by users with modeling formalisms and computer-aided software engineering tools; and design queries using leading database software packages.
- SPEA-V 520 Environmental Policy Analysis (3 cr.) The interrelationships among social, technical, and natural systems. Theories of growth. Causes and implications of environmental problems. Alternative policies and mechanisms for environmental control and bases for choice.
- SPEA-V 521 The Nonprofit and Voluntary Sector (3 cr.) Same as PHST-P 521. The theory, size, scope, and functions of the nonprofit and voluntary sector are covered from multiple disciplinary perspectives including historical, political, economic, and social.
- SPEA-V 522 Human Resource Management in Nonprofit Organizations (3 cr.) This course provides an overview of the human resource management areas necessary for the productive functioning of nonprofit organizations. Theories of motivation applicable to the management of staff and volunteers, and personnel topics of recruitment, selection, board-staff relations, compensation, training, and development are covered.
- SPEA-V 523 Civil Society and Public Policy (3 cr.) Exploration of interaction of public policy and nonprofit organizations, drawing on history, political theory, and social science. Includes examination of

regulations and taxation. Depending on instructor's interests, course covers nonprofit role in selected policy arenas (such as environment and poverty) and industries (such as international development and health care).

- SPEA-V 524 Civil Society in Comparative Perspective (3 cr.) An exploration of state-society relationship in a variety of regimes and time periods. Focus on ways regimes' policies affect the existence and contribution of those nongovernmental and nonprofit organizations that stand between the individual and the state; how nonprofit organizations shape the policy agenda of a regime.
- SPEA-V 525 Management in the Nonprofit Sector (3 cr.) P: SPEA-V 521 or PHST-P 521. An examination of nonprofit organizations and their role in society. Management issues and public policy affecting these organizations are discussed. Primary emphasis is upon U.S. organizations, but attention is given to the global nature of the sector.
- SPEA-V 526 Financial Management for Nonprofit Organizations (3 cr.) This course emphasizes a thorough understanding of the language and key concepts of nonprofit financial management. A working knowledge of the basic analytical tools used in financial decision making for nonprofit organizations will be examined through the use of computer software.
- SPEA-V 529 Seminar in Career and Professional Development (1 cr.) Introduction to career development in public and environmental affairs. Orientation to career development approaches and resources. Discussion and practice of professional skills and techniques. Orientation to career development opportunities. Grading is on an S/F basis.
- SPEA-V 530 Communications for Public and Nonprofit Affairs (3 cr.) Using perspectives from the social sciences and case studies of successful (and unsuccessful) efforts, this course examines what "public opinion" is, how it is formed, and what leaders of government and nonprofit agencies do to communicate with the public, especially in an era of great change in the mass media.
- SPEA-V 531 Water Law (3 cr.) P: SPEA-V 540 or SPEA-V 645 Water Law explores how the U.S. addresses water use conflicts. Topics include riparian water rights (eastern U.S. water law), prior appropriation water rights (western U.S. water law), federal water rights, the public trust doctrine, recreational uses, and groundwater use. The class focuses on access and allocation policy, not pollution control.
- SPEA-V 533 Public Natural Resources Law (3 cr.) This course examines the tension between public control of and private interests in U.S. public lands. Coverage includes: federalism; proprietary

management models; role of science; separation of powers; and judicial review in the context of the laws/policies governing mineral, energy, timber, recreation, wildlife, and preservation resources.

- SPEA-V 534 NGO Management in Comparative Perspective (3 cr.) This course takes an interdisciplinary, comparative perspective to achieve its primary goal: To help students engage in critical comparative analysis of the external environments in which NGOs function across different regions of the world in order to better “fit” internal organizational management processes to external constraints and opportunities.
- SPEA-V 539 Management Science for Public Affairs (3 cr.) P: SPEA-V 506. Focuses on management science methods as applied to public affairs. Includes treatment of decision theory, constrained optimization, and probability simulation.
- SPEA-V 540 Law and Public Affairs (3 cr.) Explanation of law in society and its influence on public-sector operations. Examination of some of the central substantive areas of the study of law, including regulatory processes, administrative adjudication, the Administrative Procedures Act, ombudsmen, and citizen rights, among others.
- SPEA-V 541 Benefit-Cost Analysis of Public and Environmental Policies (3 cr.) P: SPEA-V 517 or consent of instructor. A course applying benefit-cost analysis to public and environmental policies. The first part of the course develops the foundation of benefit-cost analysis. The second part of the course consists of case studies applying benefit-cost analysis to actual policy decisions.
- SPEA-V 542 Governmental Financial Accounting and Reporting (3 cr.) P: SPEA-V 560. C: SPEA-V 560. An introduction to the fundamentals of accounting in business, nonprofit, and public sectors. Intended only for students without previous accounting courses. Primary emphasis is on municipal entity fund accounting, including the development and use of financial statements.
- SPEA-V 543 Health Services Management (3 cr.) A course that integrates theory and application with respect to management of health service organizations. Emphasis on the role of managers and management within formal health service organizations. Current management and organization theories are applied to an understanding of health care delivery settings.
- SPEA-V 544 Marketing for Nonprofit Organizations (3 cr.) This course examines the concepts of marketing and the extent to which they apply to the nonprofit sector, as well as how marketing can assist organizations both in resource acquisition and program development/implementation. Contexts such as social marketing, arts marketing, fundraising, education, and healthcare marketing will be considered.

- SPEA-V 545 The U.S. Health Care System (3 cr.) An analysis of the delivery of health care in the United States from 1900 to the present. Major system components are defined and studied with emphasis on current health care policy. Topics include the organization of health care delivery on federal, state, and local levels, in both public and private sectors.
- SPEA-V 546 Health Services Utilization (3 cr.) An examination of problems of access to health care and the utilization of health services. The social, political, and individual factors associated with utilization are studied, along with social change and control strategies. Special emphasis is given to power and the definition of power in the system.
- SPEA-V 547 Negotiation and Dispute Resolution for Public Affairs (3 cr.) Students will learn the skill of interest-based negotiation through role play and simulation. Students will learn about dispute resolution techniques such as mediation, arbitration, fact finding, early neutral evaluation, ombudsmanship, and facilitation. The course covers dispute resolution in federal government and in the context of public, environmental, labor, and business disputes.
- SPEA-V 548 US Foreign Policy and Third World Regimes (3 cr.) This course is designed to familiarize students with institutional actors, interest groups and issues that dominate American foreign policy toward Third World countries in the post-Cold War era.
- SPEA-V 549 Health Policy (3 cr.) P: A good understanding of introductory micro-economics. Comprising an astounding one fifth of the economy and growing, the health sector provides a fascinating setting to study policy making in action. The class confronts major current US and international topic areas such as preventive behavior; medical technology; the health care delivery and payment systems; and health insurance reforms.
- SPEA-V 550 Topics in Public Affairs (1-4 cr.) Selected research and discussion topics organized on a semester-by-semester basis, usually with significant student input in the course design.
- SPEA-V 551 Topics in Comparative Public Policy (3 cr.) The role of administrative and political systems in an international setting that focuses on industrial policy as developed between collaborative governments and their links to the key countries of Asia, Europe, the Americas, and Africa will be examined in topic settings. Related readings and published research will also be used.
- SPEA-V 554 Human Services Administration (3 cr.) Focus is on policy, management, and organization relating to a variety of human service systems. Special attention is given to the management of social programs in the environmental system.

- SPEA-V 556 Topics in Human Services Administration (3 cr.) Readings and research on selected topics in the field of the management of human services. Topics selected for study will vary.
- SPEA-V 557 Proposal Development and Grant Administration (3 cr.) This course provides the opportunity for each student to develop a complete proposal through participation in the entire grant application process. The integration of case studies, visual media, printed materials, and class discussions provides students with practical knowledge for writing successful proposals.
- SPEA-V 558 Fund Development for Nonprofits (3 cr.) Important aspects of the fund raising process in nonprofit organizations are covered, including techniques and strategies for assessing potential sources of support; effective use of human resources; process management; theory to underlay practice; analysis of current practice; practice standards; and discussion of ethical problems.
- SPEA-V 559 Principles and Practices of Social Entrepreneurship (3 cr.) This course will survey issues in social entrepreneurship and engage students in completing class projects applying principles and practices of social entrepreneurship to problems of nonprofit organizations, government agencies, and social-purpose business.
- SPEA-V 560 Public Finance and Budgeting (3 cr.) The fiscal role of government in a mixed economy; sources of public revenue and credit; administrative, political, and institutional aspects of the budget and the budgetary process; problems and trends in intergovernmental fiscal relations.
- SPEA-V 561 Public Human Resources Management (3 cr.) Analysis of the structure, operations, and design of public personnel systems, including government agencies and public enterprise. Relationships between public policy and personnel concepts, values, and operations considered.
- SPEA-V 562 Public Program Evaluation (1-3 cr.) Examination of how the programs of public agencies are proposed, established, operated, and evaluated. Discussion of the role and conduct of research in the program evaluation process. In addition, techniques of effective evaluation and analysis are discussed.
- SPEA-V 563 The Planning Process (1-3 cr.) Seminar designed to familiarize students with planning ramifications of policy issues faced by governments. The focal topics selected for study will vary. Emphasis placed on identification and analysis of substantive issues, methods employed for resolution, and application of planning techniques for achieving goals.
- SPEA-V 564 Urban Management (3 cr.) This course deals with the management of public policy in American urban government, with special attention to the relationship of structure, process, and policy.

Readings and case studies will focus on urban management problems relating to leadership, planning, and operations.

- SPEA-V 565 Environmental Conflict Resolution: Theory and Practice (3 cr.) Theories of environmental conflict resolution are examined. Students will “practice by doing” through participation in a series of environmental conflict resolution simulations.
- SPEA-V 566 Executive Leadership (3 cr.) The course offers an in-depth examination of factors that contribute to successful executive leadership practice in a wide variety of organizational settings. Topics include what leadership is, what impact leadership has, and how leaders use various approaches and powers to achieve their goals.
- SPEA-V 567 Public Financial Administration (3 cr.) Problems of financial management in governmental units; alternative revenue sources, financial planning, and control; cash debt management; and survey of modern expenditure management, control, and planning.
- SPEA-V 568 Management of Urban Government Services (1-3 cr.) The course deals with selected topics in urban services. The course may focus on a specific urban service or provide an overview for several urban services.
- SPEA-V 569 Managing Interpersonal Relations (3 cr.) P: SPEA-V 502. This course will teach students the theory and application of individual and group human behavior. Key interpersonal skills will be modeled expertly on videotape. Students will be expected to practice these key skills and receive feedback on their performance.
- SPEA-V 570 Public Sector Labor Relations (1-3 cr.) An introductory overview of labor relations concepts within the framework of the public sector. The development, practice, and extent of the collective bargaining process, as well as the administration of the labor agreement, will be examined for state agencies, local municipalities, and school districts.
- SPEA-V 571 State and Local Environmental Management (3 cr.) This course examines a mix of management and policy issues. Included are civic environmentalism, alternatives to environmental regulation, unfunded mandates, environmental justice, public relations, outsourcing, ethical challenges, and managing scientific and technical personnel.
- SPEA-V 572 Urban Topics (3 cr.) Selected topics in urban policy and administration. The course is sometimes restricted to a special group of students focusing on a particular research interest.

- SPEA-V 573 Development Economics (3 cr.) This course will give students a firm understanding about developing economics and some of their pressing issues. It will provide conceptual, theoretical and empirical exposure on key topics, problems, policies and actors.
- SPEA-V 574 Environmental Management in the Tropics (3 cr.) This course provides an interface between ecology, economics, and policy in the context of non-Western cultures and environments. Students will explore resource use in unfamiliar physical and cultural settings. This examination will highlight common processes that in turn will help the student to understand better the cultural/social underpinnings necessary for analysis.
- SPEA-V 575 Comparative Public Management and Administration (3 cr.) Reading and discussion of case studies and comparative analyses of formal organizations, with emphasis on governmental bureaucracies, public corporations, and international organizations. Topics include bureaucratic environment and culture, technology and organizations, program evaluation, communication and decision making, and administrative structure and process.
- SPEA-V 576 Approaches to Development (3 cr.) Examination of the application of development theory to the public sector. Topics include modernization theory, urbanization, development administration, community development, ethnicity, ideology, and national planning. Area case study project to include problems of policy implementation in developing areas.
- SPEA-V 577 International Economic Strategies and Trade Policy (3 cr.) Examination of topics in international economics as related to problems of economic development policy. Topics include international trade, comparative economic policy, economic integration, foreign aid investment, exchange rates, and international economic organizations.
- SPEA-V 578 Introduction to Comparative and International Affairs (3 cr.) The purposes of this course are to enlighten future public professionals about the promises and challenges posed by globalization, and to introduce and examine major concepts and case material from the world of comparative and international affairs.
- SPEA-V 579 Master's International (3 cr.) Master's International (MI), V579, represents the field experience component for MI candidates. This course will consist of a field, research or self-reflection project approved and directed by a faculty advisor or relevant staffer. Registration is by permission only. The final registration for V579 will be upon the return semester to SPEA.

- SPEA-V 580 Readings in Public Affairs (1-6 cr.) P: written consent of instructor. Readings on selected topics in public affairs.
- SPEA-V 581 Public Safety Law (1-3 cr.) Survey of historical development of Anglo-American law of public safety, including criminal law, civil remedies, administrative regulation of risk, and recent developments in employee and consumer safety. Emphasis on understanding legal theory and practice as basis for management decisions. Comparison of jurisprudential viewpoints and other disciplinary approaches to causation, prevention, and correction of public safety problems.
- SPEA-V 582 Overseas Topics in Public Affairs (0-15 cr.) SPEA Abroad Graduate Program: study of selected topics in public affairs. Topics vary from semester to semester. May be repeated for credit.
- SPEA-V 583 Conflict and Development (3 cr.) This course will introduce students to the relationship between economic systems and political stability, with a focus on understanding why so many developing countries are also weak, fragile, or in conflict.
- SPEA-V 584 Tax Policy in Developing Countries (3 cr.) This course will introduce students to the challenges afflicting developing countries as they seek to administer their tax systems and some of the policies that have been used to mitigate these problems.
- SPEA-V 585 Practicum in Public Affairs (0-6 cr.) Students hold work assignments with public agencies. Grading is on an S/F basis.
- SPEA-V 589 Public Safety in the U.S (2-3 cr.) Overview of criminal justice and public safety. Definitions of public safety and identification of major components. Functional description of major public safety agencies. Discussion of basic issues in public safety. Management in public safety system.
- SPEA-V 590 Research in Public Affairs (1-6 cr.) P: written consent of instructor. Research on selected topics in public affairs.
- SPEA-V 591 Investments and Portfolio Management (3 cr.) For M.P.A. students with interests in investment management and design of investment portfolios in the public and nonprofit sectors. Surveys the basic theory and practice of investment valuation; stocks, bonds, and hybrid securities; risk management; diversification; asset pricing models; and theory of tests of market efficiency.
- SPEA-V 592 Global Health Issues and Management (3 cr.) An overview of the theoretical underpinnings of, and current issues within, global health management. Topics include the impact of globalization on disease, health organization, program management, management of humanitarian events, and health

system planning. The necessity of collective obligation and action for global health will be a recurring theme.

- SPEA-V 593 Analytical Methods in Planning and Policy Analysis (3 cr.) P: SPEA-V 507. C: SPEA-V 507. Topics relate to goal setting and forecasting. Analytical methods include time series analysis, demographic projections, economic development and employment forecasting, and land use and transportation planning analysis. Optimization methods are applied to transportation and project management.
- SPEA-V 594 Principles of Urban and Regional Science (3 cr.) Discussion of the basic processes of change and development in regional systems, with emphasis on metropolitan regions. Includes economic, demographic, and environmental aspects of their interactions.
- SPEA-V 595 Managerial Decision Making (1-3 cr.) P: SPEA-V 504 and V 539. Applications of decision-making tools to substantive public management problems. A variety of managerial cases and issues are selected for intensive discussion and analysis.
- SPEA-V 596 Sustainable Development (3 cr.) Focuses on theories and policies of sustainable development. Course employs an interdisciplinary approach by combining approaches and models with neoclassical economics, ecological economics, political science, and ecology to study dynamical interrelationships between the macro-economy at the national and international levels of analyses, markets, political institutions, and the ecosystem.
- SPEA-V 597 Land Use Planning (3 cr.) The course examines the theoretical basis and practical need for land use planning. Emphasis is placed on the institutional context in which land use planning occurs. The course provides an in-depth analysis and exercise in plan preparations.
- SPEA-V 598 Governing and Leading in a Global Society (3 cr.) This gateway course will increase student appreciation of the role of public affairs professionals in governance across multiple sectors of society within the global context. Students will learn norms associated with effective practice in public affairs and frame a professional development plan to acquire leadership skills to support these norms.
- SPEA-V 600 Capstone in Public and Environmental Affairs (3 cr.) Interdisciplinary course designed to give students exposure to the realities of the policy process through detailed analyses of case studies and projects. Course integrates science, technology, policy, and management.

- SPEA-V 601 Workshop in Public Affairs (1-6 cr.) Projects in public affairs. The students work on a research and resource team to complete a project for a public-sector client. Faculty act as project managers and resource personnel.
- SPEA-V 602 Strategic Management of Public and Nonprofit Organizations (3 cr.) P: SPEA-V502. Concepts, cases, and problem solving associated with the structure and process of strategic management in the public sector, broadly defined to include governmental and nongovernmental organizations. Concepts, cases, and problem solving associated with the structure and process of strategic management in the public sector, broadly defined to include governmental and nongovernmental organizations.
- SPEA-V 606 Statistics for Research in Public Affairs I (3 cr.) P: Graduate-level introductory statistics. Focus is on estimation of model parameters using least square methods. Topics include properties of estimators, ordinary least square, instrumental variables, two- and three-stage least squares, assumptions, consequences when assumptions are false, and alternate methods when assumptions are false. Emphasis on matrix representations and simulation methods.
- SPEA-V 607 Statistics for Research in Public Affairs II (3 cr.) P: SPEA-V 606. The second part of a sequence introducing statistical techniques used in modern public policy research. It extends the single and multiple equation least squares models to include non-linear moments, bayesian, maximum likelihood, and simulation-based techniques. Applications to a number of situations that cannot be estimated using standard regression methods.
- SPEA-V 609 Seminar in Revenue Theory and Administration (3 cr.) P: SPEA-V 560. C: SPEA-V 560. This seminar examines the basic objectives and the political and economic aspects of tax administration. In the course of an examination of the interrelationships of tax policy, tax laws, and tax administration, the course reviews the major economic issues raised by types of taxes and user charges. The seminar also examines the fundamentals of tax legislation. Major emphasis is on state and local administration, although some federal problems will be covered.
- SPEA-V 610 Seminar in Government Budget and Program Analysis (3 cr.) P: SPEA-V 560. C: SPEA-V 560. Advanced study of management aspects of budgetary process. Special cases are analyzed and budget problem-solving exercises are utilized.
- SPEA-V 611 Design of Information Systems (3 cr.) P: SPEA-V 516 and V 519. C: SPEA-V 516 and V 519. Students in this course will learn the concepts, skills, methodologies, techniques, tools, and perspectives essential to successfully develop information systems for the public sector. To achieve this, students will

learn how to conduct systems requirements analysis, translate them to process and logical models, and design the systems.

- SPEA-V 613 Implementation of Information Systems (3 cr.) P: SPEA-V 516, V 519, and V 611. C: SPEA-V 516, V 519, and V 611. This course is intended to build on prior courses in information systems management. The course covers advanced topics in systems implementation and evaluation. Special emphasis is placed on evaluation of alternative systems designs and their implementation in operational settings of public agencies.
- SPEA-V 620 Seminar in Professional Ethics (3 cr.) This seminar explores issues of personal and official ethics in public affairs. Various frameworks for professional ethics will be covered.
- SPEA-V 621 Seminar in Teaching Public and Environmental Affairs (3 cr.) This course is designed for Ph.D. students in SPEA's public policy, public affairs, and environmental science programs. Course will focus on a number of topics equally relevant to those students currently teaching and to students who expect future teaching assignments. Emphasis on student/teacher interaction, interest, and ethics.
- SPEA-V 622 Seminar in Urban Economic Development (3 cr.) P: SPEA-V 517 or course in urban economics or instructor's consent. Reading, discussion, and research into problems of urban economic development in the United States. Case study approach used to investigate job creation, financial incentives, development corporation, and other factors which have led to successful economic development plans and projects.
- SPEA-V 623 Seminar in Urban Management (3 cr.) P: SPEA-V 561, V 564, V 567. This course is the required capstone course for all graduate students with a concentration in urban management. Course is combined with student's required internship. Students are assigned selected reading in current urban management issues as well as research projects and case studies on/in the communities they are serving.
- SPEA-V 625 Environmental Economics and Policy (3 cr.) P: SPEA-V 517. The course develops the microeconomics-based environmental policy paradigm and uses the paradigm to evaluate the efficiency of current environmental regulations. The course also explores the incentive issues associated with the design of international environmental agreements and develops techniques (contingent valuation, hedonic pricing, travel cost method) for valuing environmental resources.
- SPEA-V 630 Advanced Management Topics (3 cr.) P: SPEA-V 502 or permission of instructor. Selected readings, research, and problems covering advanced public management applications and practices.

Topics will vary. Course will not cover topics available in other courses. Course may be repeated. Course may be repeated.

- SPEA-V 631 Health Planning (3 cr.) A workshop in analysis and use of health data in a planning context. Course deals with the planning process and planning methods with an emphasis on systems theory. Class project or plan is developed, and presented and defended in a simulated public hearing format.
- SPEA-V 639 Managing Government Operations (3 cr.) P: SPEA-V 502. This is an introductory survey of operations management. Emphasis is placed on the analysis, design, and management of operation systems using models from operations management. Readings, lectures, and structured exercises are used to present the models and demonstrate their application.
- SPEA-V 640 Law, Public Management, and Public Policy (3 cr.) This is a capstone seminar that examines how courts and public actors interact to produce public policy. The nature of public policy and the capacity of judicial decisions to effect public policy will be examined and analyzed.
- SPEA-V 643 Natural Resource Management and Policy (3 cr.) P: SPEA-V 517 or consent of the instructor. This course evaluates a broad range of contemporary resource policies, cases, and controversies, using bioeconomic resource management models as an intuitive aid, wherever possible. Topics include fishery management, forestry policy, tropical deforestation, water management policy, nature preservation/endangered species, sustainable development, and national income accounting.
- SPEA-V 645 Environmental Law (3 cr.) An overview of U.S. environmental law. Key environmental statutes are examined, as are court decisions interpreting those statutes. Topics include water and air pollution, hazardous waste, toxins, pesticides, and environmental impact statements.
- SPEA-V 650 Topics in Public Personnel Management (1-3 cr.) P: SPEA-V 561. Readings and research on selected topics in the public personnel field. Topics may include such subjects as affirmative action, occupational health and safety, workforce forecasting and planning, and personnel approaches to position classification.
- SPEA-V 651 Introduction to Public Affairs (3 cr.) Covers the central organizing concepts in public affairs study, specialized areas of research in the field, and problems of knowledge and method in public affairs.
- SPEA-V 652 Managing Work Force Diversity in Public Organizations (3 cr.) Explores and applies theoretical and empirical research from a management perspective on workforce diversity. Topics include theories and constructs pertaining to diversity, the work organizations, organizational postures

toward workplace diversity, the interface between heterogeneity, work processes, and management practices; and the effects of heterogeneity on work-related outcomes

- SPEA-V 654 Public Program Management and Contracting (3 cr.) An examination of theories, concepts, and processes concerning multi-actor program implementation and alternative forms of service delivery. Focus will be on the problems and challenges public managers face in designing and managing contractual relationships, networks, and other complex implementation structures.
- SPEA-V 660 Cases and Problems in Fiscal Administration (3 cr.) P: SPEA-V 560 or consent of instructor. C: SPEA-V 560 or consent of instructor. An advanced seminar in the management aspects of public finance. Focuses on the budgetary process. Special cases are analyzed and budget problem-solving exercises are utilized.
- SPEA-V 662 Seminar in Accountability and Performance (3 cr.) Examines the problems of measuring performance and establishing accountability in publicly sponsored institutions and organizations. Concepts are given concrete application through careful investigation of attempts to measure performance and productivity in activities that cross public, private, and nonprofit sectors.
- SPEA-V 663 Policy Analysis (3 cr.) An introduction to the field of policy analysis. Includes discussion of different models, approaches, conceptual foundations of the field, and the basic issues surrounding application. Students without appropriate previous course work are expected to do extra reading under the guidance of their instructor or to audit existing master courses.
- SPEA-V 664 Seminar in Policy Analysis (3 cr.) This course focuses on applications of such policy tools as the general linear model (GLM), optimization techniques, probability models, and management science techniques. Students complete a policy analysis project using one of these approaches.
- SPEA-V 665 Seminar in Policy and Administration (3 cr.) Politics of program development and management. Translation of plans into viable, administrable programs. Marshaling support, political processes, strategies, constraints, tradeoffs, etc.
- SPEA-V 666 Public Revenue (3 cr.) This course is designed to provide a foundation for policy-directed research into government revenue systems and the individual revenue sources entering into those systems. It includes both the nature of those sources and their administration.
- SPEA-V 670 Topics in Public-Sector Labor Relations (1-3 cr.) P: SPEA-V 570 or consent of instructor. Selected research and discussion topics in the field of public-sector labor relations arranged on a

semester-by-semester basis. Possible topics are collective bargaining in the public sector and dispute settlement in public-sector labor relations.

- SPEA-V 671 Public Organization and Management I (3 cr.) This seminar focuses on management theory in the public sector. Subjects include historical development, major questions in theory and practice, managerial decision making, and managerial effectiveness.
- SPEA-V 672 Public Organization and Management II (3 cr.) This seminar focuses on public organization theory. Subjects include organizational theory, design, and change.
- SPEA-V 667 Seminar in Public Capital and Debt Theory (3 cr.) P: SPEA-V 560. C: SPEA-V 560. This seminar examines the options open to governments, especially state and local, and why they resort to debt finance. The issues raised by the alternatives are examined in detail. Among the topics are public authority debt, revenue bonds, methods of placement, lease-purchase finance, and maturity choice. In addition, management of idle cash balances will be considered.
- SPEA-V 668 Seminar in Public Budgeting (3 cr.) This seminar will examine a body of literature dealing with public-sector resource allocation in the United States. Primary emphasis will be on the budgetary process, the emergence of competing theories of budgeting, and contemporary budgeting research. Budgetary systems will be explored at the national, state, and local levels.
- SPEA-V 669 Economic Development, Globalization, and Entrepreneurship (3 cr.) This seminar examines the link between globalization, entrepreneurship, and regional economic development. It utilizes state-of-the art methodologies and theories to focus advanced graduate students on research topics in economic development policies.
- SPEA-V 673 Public Policy Analysis and Management Science/Operations Research (3 cr.) P: SPEA-V 539 or consent of instructor. Applications of management science and operations research (MS/OR) techniques such as linear programming, goal programming, data envelopment analysis, stochastic processes, networks, decision analysis, and nonlinear programming to public policy problems analysis.
- SPEA-V 674 Energy Economics and Policy (3 cr.) This course will introduce students to the fundamentals of energy economics including the concepts and tools related to analysis of international fuel markets, technology choice, exhaustible and renewable energy models, consumption and efficiency choices, and environmental protection options.

- SPEA-V 675 Issues and Problems in Public-Sector Personnel and Labor Relations (3 cr.) P: SPEA-V 561 and V 570. A capstone seminar providing a practical and integrated examination of significant current cases and problems confronting public-sector employees and employers.
- SPEA-V 680 Research Design and Methods in Public Affairs (3 cr.) Three major areas will be covered: philosophy of science, theory and design of research, and applied research methodologies. Topics play a major role in providing insights into how usable knowledge is created, defended, and replaced.
- SPEA-V 681 Seminar in Development Policy and Management (3 cr.) P: SPEA-V 575 and V 576, or consent of instructor. To explore linkages among policy analysis, management models, programs, and outcomes in a variety of development efforts in the less-developed countries. The primary focus is on empirical analysis of developing countries, with some attention to U.S. domestic ventures.
- SPEA-V 685 Research Seminar in Public Affairs (3 cr.) P: SPEA-V 680. Course will focus upon completion, revision, and presentation of completed original research. Class meetings will focus on progress reports by each participant and the critique and revision of draft papers. Students will present revised research papers to the faculty and students of the school in a series of research colloquia.
- SPEA-V 690 Seminar in the Public Policy Process (3 cr.) An evaluation of the theoretical and empirical literature on public policy processes. The findings of policy research are evaluated. An integrative paper is required.
- SPEA-V 691 Workshop in Public Policy (0-1 cr.) This workshop focuses on theory and research about public policy. Students are given opportunities to present and critique public policy research and to lead and participate in discussions of selected books and articles.
- SPEA-V 710 Topics in Public Policy (3 cr.) Doctoral seminar focusing upon various topics in public policy. Illustrative topics include public management, environmental policy, public finance, and urban affairs.
- SPEA-V 782 Overseas (Ph.D.) Topics in Public Affairs (0-15 cr.) Doctoral Abroad Program: study of selected topics in public affairs. Topics vary from semester to semester.
- SPEA-V 800 Public Affairs Tutorial (3 cr.) Readings in a substantive area of public affairs (e.g., health, criminal justice, human services, transportation) in preparation for development of a dissertation proposal.
- SPEA-V 890 Thesis (Ph.D.) (1-12 cr.) (S/F only)

Academic Bulletins

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