



Master of Public Policy

Specializations

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Management and Leadership

The M&L specialization prepares future leaders and the individuals who will assume major management responsibilities at the local, state and/or federal level. Leadership and management are needed now more than ever. The public demand for excellence in the management of public resources has never been stronger. Virtually every level of government faces unprecedented pressure for improved accountability while striving to provide high levels of service at low cost. This growing challenge requires a keen understanding of complex financial mechanisms, management and leadership theories and practices, and the ability of government to work with the private and nonprofit sectors.

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Admitted Students

Jobs

- Senior Consultant, Booz Allen Hamilton
- Senior Budget Analyst, City of Pittsburgh, Office of Management and Budget
- Asst Director, National Policy Programs, Rural Policy Research Institute
- Asst Director of Operations, State of Maryland, Dept of Health and Mental Hygiene
- Policy Analyst, State of Maryland, Office of Legislative Services
- Deputy Director, Communications, Office of the Comptroller, State of Maryland
- State Representative, Office of Juvenile Justice & Delinquency Prevention, U.S. Department of Justice
- Analyst, U.S. Government Accountability Office
- Budget and Management Analyst, U.S. Office of Management and Budget
- Senior Associate, Under-Secretariat of Treasury, Turkey
- Asset Manager, Urban Housing Solutions, Inc.

Management & Leadership Specialization Curriculum

In addition to meeting the **overall requirements** of their degree program, students electing to specialize in management & leadership complete four requirements:

Networks: Leading and Managing Across Sectors (PUAF 698W) - This course reviews the concept of cross-sector governance and provides both a theoretical understanding and a practical grounding. It focuses on the roles and relationships of institutions in the public, private and non-profit sectors in pursuing public purposes such as emergency management, economic development, environmental protection, transportation, education, and human investment. (Prerequisite: PUA711)

Performance Management - Leading for Results (PUAF 689X) - This course provides frameworks, tools, and skills to improve program results in an environment where policy challenges span organizational boundaries with special attention to third party program implementation. The course will examine several results-oriented frameworks and case illustrations such as the Government Performance and Results Act, the use of performance dashboards at the state and local level, the Obama Administration's initiatives on performance, and international and US initiatives to foster civic engagement through open government and web based performance reporting. (Prerequisite: PUA711)

At least one finance elective from the following options:

- **Finance Systems & Control** (PUAF 699E)

- **Analysis of Fiscal Conditions** (PUAF 712)
- **State and Local Budgeting** (PUAF 716)
- **Federal Budgeting** (PUAF 717)
- **Tax Policy** (PUAF 798V)

At least one Management or Acquisitions course such as but not limited to the following:

- **Federal Acquisitions: Concepts and Management** (PUAF 689A)
- **Leadership Principles and Practices** (PUAF 692)
- **Information Policy** (PUAF 698P)
- **Managing Differences(Resolving Conflict & Negotiating Agreements)** (PUAF752)
- **Non-Profit Management and Leadership** (PUAF 798Z)

MPP Students Only: MF&L Project Course (PUAF 790) Students analyze and recommend responses to a current management issue for a real-life client. Emphasizes problem definition, organization of information, and presentation of results.

Typical MPP Student Management & Leadership Academic Plan

Fall Semester I

Core: PUAF 610 "Quantitative Aspects of Public Policy " OR 611 "Quantitative Analysis of Policy Issues "

Spring Semester I

Core: PUAF 670 "Finance"

Core: PUAf 620 "Political Analysis " or PUAf688A "Comparative Political Analysis"

Core: PUAf 640 "Microeconomics and Policy Analysis "

Core: PUAf 711 "Public Management & Leadership"

Fall Semester II

M&L: PUAf 689X "Performance Management - Leading for Results"

M&L: PUAf 712 or PUAf 716 (or elective if taking PUAf 715 or 717 in Spring semester I)

Two general electives

Core: PUAf 650 "Moral Dimensions of Public Policy"

M&L: PUAf 698W "Networks: Leading and Managing Across Sectors"

M&L: PUAf 715 or PUAf 717 (or elective if taking PUAf 712 or 716 in Fall semester II)

Spring Semester II

M&L: Management or Acquisitions Elective

M&L: PUAf 790 "Project Course"

Two general electives

Primary Management & Leadership Faculty

Name

Apfel, Kenneth

Professor of the Practice
Director, MFL

Expertise

Public management, federal budgeting, entitlement programs, public finance

Brown, Judy
Senior Scholar, CPPPE

Leadership, change, public/private partnerships

Brown, Marita
Senior Scholar

State and local government finance, budgeting and fiscal policy

Falk, David
Senior Scholar

Public policy process, real estate and housing finance, development and policy, state and local government fiscal policy

Field, Charles
Senior Research Scholar

Negotiation and conflict resolution, housing

Finn, Karen
Lecturer

Performance results, accountability & management

Fosler, R. Scott
Adjunct Lecturer

Governance, public management and leadership, public-private partnership, nonprofit organization, intergovernmental relations

Gabriel, Kenneth
Senior Research Scholar, Adjunct Professor & Program Manager, CPPPE

Venture creation, strategic management, supply chain modernization, nanotechnology and advanced materials

Gansler, Jacques
Professor, Director & Roger C. Lipitz Chair in CPPPE

National security, globalization, supply-chain management, government acquisition, advanced technology, public-private partnerships, competition, defense industry, DOD

Lucyshyn, William

Senior Research Scholar & Director of
Research, CPPPE

management

Information assurance, market based
government supply chain

Manning, Tracey

Senior Fellow

Transformational leadership
development, leadership education

McGinnis, Pat

Adjunct Lecturer

Federal government management

McGoff, Chris

Adjunct Lecturer

Information policy & technology

Rogers, Jacqueline

Senior Research Scholar

Housing and community development,
state and local government budgeting
and finance, military family housing
privatization

Short, Charles L.

Adjunct Lecturer

Managing social services

Zhang, Mengzhong

Senior Lecturer

Public sector management;
comparative management

Centers Conducting Management & Leadership Research

Center for Public Policy & Private Enterprise (CPPPE)

Management & Leadership Specialization Director

For more information on the Management &
Leadership specialization, contact:

Office of Admissions & Student Affairs

301-405-6331

policy-applications@umd.edu

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