



Current Students

[Faculty](#)

[Adjunct Faculty](#)

[Student Resources](#)

[UIC Course Schedule](#)

[Summer Workshops](#)

[GIPPSE Program](#)

MPA

[UIC Connect](#)

[Planning your MPA](#)

[Course Offerings](#)

[MPA Degree Requirements](#)

[MPA Course Descriptions](#)

[Capstone](#)

[Career Development](#)

[Undergraduate Minor in Public](#)

[Policy](#)

PhD

[Planning Your PhD](#)

[Degree Requirements](#)

[PhD Course Descriptions](#)

[UIC Connect](#)

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MPA Course Descriptions

Course descriptions and syllabi are directly below this list of courses.

Core Courses

- PA 400: Public Administration Theory
- PA 407: Data Analysis for Public Administration
- PA 410: Economics for Public Administration
- PA 502: Legal Context of Public Administration
- PA 503: Public Personnel Management
- PA 504: Budgeting for Public Management
- PA 506: Policy Development and Analysis for Public Administrators
- PA 590: Public Administration Capstone

Non-Profit Management

Students must take at least two among the following: PA 530, 536, and 538; Additional courses that meet the requirements for this concentration: PA 462, 521, and 550.

- PA 462: Project Management
- PA 521: Strategic Management: Planning and Measurement
- PA 530: Nonprofit History & Theory
- PA 536: Financial Management & Fundraising in Nonprofit Orgs.
- PA 538: Nonprofit Management
- PA 550: Financial Management of Government

Public Management

Students must take at least two among the following: PA 521, 522, 523, 524, 526, 529, 532, and 533; Additional courses that meet requirements for this concentration: PA 461, 462, 415.

- PA 421: Public Management
- PA 461: Management of Information Technology in Government
- PA 462: Project Management
- PA 521: Strategic Management: Planning and Measurement
- PA 522: Ethics and Accountability
- PA 523: Intergovernmental Management
- PA 524: Leadership in Public Sector Organizations
- PA 526: Public Decision Analysis
- PA 529: Change and Reform in Public Organizations
- PA 532: Labor Management Relations in the Public Sector
- PA 533: Managing Workplace Diversity

Financial Management

Students must take at least two among the following: PA 550, 551, 552, 553, and UPP 533; Additional courses that meet the requirements for this concentration: PA 521, 523, and 526.

- PA 521: Strategic Management: Planning and Measurement
- PA 523: Intergovernmental Management

ALUMNI

TESTIMONIALS

Anna Baccellieri MPA

My graduate experience in the UIC Department of Public Administration prepared me for my role in higher education as well as equipped me with the tools necessary to lead change and innovative management in other government and nonprofit organizations. The blend of current theory and applied knowledge is a strength of the UIC curriculum. The faculty are leaders in public administration research and engage students in thoughtful dialogue and challenging projects. The administrative staff is very encouraging and offers great support and service to students.

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[Student Resources](#)

[UIC Course Schedule](#)

[Graduate Intern Program for Public Service Excellence](#)

- o PA 526: Public Decision Analysis
- o PA 550: Financial Management of Government
- o PA 551: Governmental Accounting
- o PA 552: Capital Budgeting and Infrastructure
- o PA 553: State and Local Public Finance
- o UPP 533: Development Finance Analysis

Information and Performance Management

Students must take three among the following: PA 460, 461, 462, 463, 465, 521, 526, and 567

- o PA 460: Data Management
- o PA 461: Management of Information Technology in Government
- o PA 462: Project Management
- o PA 463: The Internet and Public Administration
- o PA 465: Geographic Information Systems (GIS) for Public Managers
- o PA 521: Strategic Management: Planning and Measurement
- o PA 526: Public Decision Analysis
- o PA 567: Information Management in Public Sector Organizations

Local Government Administration

Students must take 537(required) and two among the following: PA 523, 526, 550 or 552 or 553, UPP 530, UPP 533, POLS 551, and POLS 553.

- o PA 537: Local Government Management (required)
- o PA 522: Ethics and Accountability
- o PA 523: Intergovernmental Management
- o PA 526: Public Decision Analysis
- o PA 550: Financial Management of Government
- o PA 552: Capital Budgeting and Infrastructure
- o PA 553: State and Local Public Finance
- o UPP 533: Development Finance Analysis
- o UPP 530: Economic Development I
- o POLS 551: Urban Politics
- o POLS 553: Urban Public Policy

Survey Methods

Students must take CHSC 447 (required) and two among the following: BSTT 440, PA 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, and 588.

- o CHSC 447 Survey Planning and Design (Required)
- o CHSC 577 Survey Questionnaire Design
- o BSTT 440 Sampling and Estimation Methods
- o PA 578 Surveys, Public Opinion, and Public Policy
- o PA 579 Practicum in Survey Research
- o PA 580 Survey Non-Response
- o PA 581 Cross-Cultural Survey Measurement
- o PA 582 Survey Data Collection Methods
- o PA 583 Cognitive Processing of Survey Information
- o PA 584 Internet Surveys
- o PA 585 Survey Research Ethics
- o PA 586 History of Survey Research
- o PA 587 Seminar in Special Issues in Survey Methodology
- o PA 588 Survey Data Reduction and Analysis

Elective : PA 490 Field Experience in Public Administration

Course Descriptions and Syllabi

400: Public Administration Theory. 4 Hours. [Syllabus](#)

Development of public administration as a professional and scholarly area of knowledge and practice focusing on administrative reform and its intellectual roots. Politics versus administration, efficiency, effectiveness, representative bureaucracy, and market versus bureaucratic alternatives. Prerequisite: Admission to the MPA program or consent of the instructor.

407: Data Analysis for PA. 4 Hours. [Syllabus](#)

Topics and methods of analyzing information relevant to the administration and management of public programs and organizations. Includes causation, uni-variate statistics, significance testing, correlation, and regression. Prerequisite: Appropriate score on the department

placement test; and graduate standing; or consent of the instructor.

410: Economics for Public Administration. 4 Hours. [Syllabus](#)

Basic economic tools and methods relevant to public administration and current policy: opportunity cost, supply and demand, rational choice, production costs, competition versus monopoly, economic efficiency versus equity, market failure, public goods, and externalities.

Prerequisite: Appropriate score on the department placement test; and graduate standing; or consent of the instructor.

421: Public Management. 4 Hours. [Syllabus](#)

Theories and concepts of organizational behavior and public management from economics, sociology and political science. Organizational decision making, bureaucracy, organizational change and learning, public versus private organizations, leadership, and organizational culture. Prerequisite: Admission to the MPA Program or consent of the instructor.

460: Data Management. 4 Hours. [Syllabus](#)

Database theory and constructing and managing databases relevant to the operation of government. Utilizes database software and allows students to gain practice with complex database programs and development of a database system. Prerequisite: Admission to the MPA Program or consent of the instructor.

461: Management of Information Technology in Government. 4 Hours. [Syllabus](#)

Concepts and methods of planning, implementing, and managing new information technology or modifying existing technology. Factors contributing to difficulties of implementing information technology decisions and strategies for increasing the likelihood of changing current technology. Prerequisite: Admission to the MPA Program or consent of the instructor.

462: Project Management. 4 Hours. [Syllabus](#)

Application of the Internet for public management. Web-based service delivery, online governance, discusses the theory, principles, tools and techniques behind solid project management. This course relates the use of project management skills in today's public sector environment, where public administrators are required to deliver upon time-sensitive, critical projects while also attempting to keep the scope and costs in check. The Project Management Institute's (PMI) standards for project management will be emphasized throughout the course.

463: The Internet and Public Administration . 4 Hours. [Syllabus](#)

Application of the Internet for public management. Web-based service delivery, online governance, the technological divide, and the changing role of public managers. Prerequisite: Admission to the MPA Program or consent of the instructor. 490. Field Experience in Public Administration. 6 Hours. Students work in an organization such as a government agency, community group, or nonprofit organization. Students are required to submit written work and guide group discussions relevant to their experience and agency. Prerequisite: Admission to the MPA program or consent of the instructor.

464: Technology and Innovation Theory. 4 Hours. [Syllabus](#)

The course focuses on theories surrounding the creation, development, transfer, and use of technology. Prerequisite(s): Admission to the Ph.D. in Public Administration program or consent of the instructor.

465: Geographic Information Systems (GIS) for Public Managers. [Syllabus](#)

Geographic information systems (GIS) technologies rapidly are becoming a central feature in day to day operations and the decision support systems of many public sector organizations. Individuals completing this course will have an understanding of fundamental GIS tools and applications as well as the challenges in implementing and sustaining a GIS function in the public setting.

466: Science, Technology and Public Policy. 4 hours. [Syllabus](#)

This course addresses the relationships between public policy and science and technology in the United States. Prerequisite(s): Admission to the Ph.D. in Public Administration program or consent of the instructor.

490: Field Experience in Public Administration. [Syllabus](#)

Students work in an organization such as a governmental agency, community group, or non-profit organization. Students are required to submit written work and meet with professor on periodic basis to review work experience. Students who have no prior work experience in the public or non-profit sectors are strongly recommended to register for this course. May be repeated for credit. A maximum of 4 hours of credit may be

course may be repeated for credit. A maximum of 4 hours of credit may be applied to the MPA program. Prerequisite: Graduate standing and admission to the MPA Program or consent of the instructor.

502: The Legal Context of Public Administration. 4 Hours. [Syllabus](#)

Legal basis and statutory framework for administrative agencies and actions in government. Relationship between courts and public agencies, rulemaking and adjudicative powers of public agencies, and impact of specific laws on government. Prerequisite: Admission to the MPA program or consent of the instructor.

503: Public Personnel Management. 4 Hours. [Syllabus](#)

History and current innovations in managing personnel and other areas of human resources. Compensation, classification, affirmative action, performance appraisal, labor relations, and unions. Statutory and court decisions affecting government personnel issues. Prerequisite: Admission to the MPA Program or consent of the instructor.

504: Budgeting for Public Administration. 4 Hours. [Syllabus](#)

Processes and methods relevant to government finances and fiscal health: revenues, taxation, budget formulation, operating budgets, cost analysis, planning and performance, budget reforms, politics, capital budgeting, and role of budgeting in management. Prerequisite: Admission to the MPA program or consent of the instructor.

506: Policy Development and Analysis for Public Administrators. 4 Hours. [Syllabus](#)

This course examines (1) the process by which public policies are formulated, decided on, implemented, and evaluated, (2) techniques of analysis appropriate for various policy issues, and (3) substantive policy issues facing us today. Prerequisite: Graduate standing; or consent of the instructor. Admission to the MPA Program or consent of the instructor.

521: Strategic Management: Planning and Measurement. 4 Hours. [Syllabus](#)

This course addresses strategies and issues relating to the strategic management of public and quasi-public organizations. It addresses strategic planning and performance measurement processes within organizations. Prerequisite: Graduate or professional standing; or consent of the instructor. Admission to the MPA program or consent of the instructor.

522: Ethics and Accountability. 4 Hours. [Syllabus](#)

Better government through institutionalizing ethics and accountability. Effectiveness of boards of ethics, Inspector General, codes of ethics, and educational programs. History of ethics within the Western intellectual tradition. Prerequisite: Graduate or professional standing; or consent of the instructor. Admission to the MPA Program or consent of the instructor.

523: Intergovernmental Management. 4 Hours. [Syllabus](#)

Relationships between federal, state and local governments focusing on management of overlapping programmatic, regulatory and fiscal responsibilities. Constitutional, political, fiscal, and administrative features and how they have evolved since the 1960s. Prerequisite: Admission to the MPA Program or consent of the instructor.

524: Leadership in Public Sector Organizations. 4 Hours. [Syllabus](#)

Examine theories and practices of leadership in public sector organizations. Global, political, social, and organizational contexts of public sector leaders and interface between administrators, appointees, elected officials, etc. Prerequisite: Graduate standing; or consent of the instructor. Admission to the MPA program or consent of the instructor.

526: Public Decision Analysis. 4 Hours. [Syllabus](#)

This course provides an introductory treatment of decision analysis. The intended participants are students who want to learn more about decision making under uncertainty and tools that can be used to support it. Prerequisite: PA 407; and graduate or professional standing; or consent of the instructor.

529: Change and Reform in Public Organizations. 4 Hours. [Syllabus](#)

Examines how large, bureaucratic organizations change how they do business. Can improved efficiency and effectiveness result from such change? What techniques are being applied by public organizations to achieve such change? Prerequisite: Graduate standing; or consent of the instructor.

530: History and Theory of the Nonprofit Sector. 4 hours. [Syllabus](#)

History and theory of the nonprofit sector and its implications for public service and advancing public values through third party governance. Material focuses on the history of philanthropy in the US, nonprofits in an

international context, the civic base of the nonprofit sector, and the historical and modern relationships between the government and the nonprofit sector, including intergovernmental and inter-sectoral relations, advocacy and lobbying.

532: Labor Management Relations in the Public Sector. 4 Hours. [Syllabus](#)

Skills and knowledge to manage labor relations in government. Constitutional influences on public employment, rights of public employees, management and labor unions; civil service laws and regulations, collective bargaining practices, and non-discrimination, and equal opportunity. Prerequisite: PA 503; and graduate standing; or consent of the instructor.

533: Managing Workplace Diversity. 4 Hours. [Syllabus](#)

Examines discrimination and diversity in public sector workplaces along several dimensions including race, ethnicity, sex, age, sexual preference, and physical ability. Prerequisite: PA 503; and graduate standing; or consent of the instructor.

536: Financial Management and Fundraising in Nonprofit Organizations. 4 hours. [Syllabus](#)

Examines financial management and fundraising activities in nonprofit organizations. Topics include financial accounting, developing nonprofit resources, fundraising, fund development, marketing, philanthropy, grant-writing, and nonprofit budgeting for government contracts and grants.

537. Local Government Management. 4 Hours. [Syllabus](#)

Issues in the management of local government, including the metropolitan and regional context, the evolving role of managers and special considerations in finance, reform, service delivery, economic development, and democracy at the local level. Prerequisite: Graduate standing; or consent of the instructor.

538. Nonprofit Management. 4 Hours. [Syllabus](#)

Examines management and governance in nonprofit organizations. Covers issues relevant to various types of third-sector organizations: volunteer management, membership, fundraising, relationships with boards of directors, faith-based organizations, grant management, service delivery, philanthropies and missions, finance and reporting requirements, and performance. Prerequisite: Graduate standing; or consent of the instructor.

550: Financial Management of Government. 4 Hours. [Syllabus](#)

Overview of issues and concepts important for administration and management of government's financial affairs: government accounting, purchasing, cash management and investment, risk management, pension and benefits administration, debt management and capital financing. Prerequisite: PA 504; and graduate or professional standing; or consent of the instructor.

551: Governmental Accounting. 4 Hours. [Syllabus](#)

Introduction to major concepts, principles, and objectives of governmental accounting (including fund accounting) and budgetary control systems for local and state government. Designed for students with little or no background in accounting. Prerequisite: PA 504; and graduate or professional standing; or consent of the instructor.

552: Public Capital Budgeting and Finance. 4 Hours. [Syllabus](#)

This course examines governmental capital budgeting processes, linkages between the capital budget and capital improvement plan, and methods and techniques of financing capital projects including debt financing. Prerequisite: PA 504; and graduate or professional standing; or consent of the instructor.

553: State and Local Public Finance. 4 Hours. [Syllabus](#)

Analyzes expenditures and revenues of state and local govts and public sector responses to market failures. Examines state and local revenue sources and discusses governmental provision of services. Prerequisite: PA 504; and graduate or professional standing; or consent of the instructor.

567: Topics in Political Communication: Information Management in Public Sector Organizations (Cross-listed with POLS 567). 4 Hours. [Syllabus](#)

This course will address the following questions: How do public sector organizations juggle these competing demands when they devise their communication strategies to achieve their objectives? What social science theories provide guidance and how do they square with the real life evidence of what works and what doesn't? What changes have been brought about by new communications technologies and what changes

in laws and public policies are needed to assure efficient and effective governmental communication as we move into the next century? Special attention will be given to problems of information-gathering and decision-making, secrecy, privacy and publicity, diffusion of information, public relations, transactions with citizens who are clients of political institutions, mass media management, and external communication strategies. Prerequisite: Graduate or professional standing; or consent of the instructor.

578: Surveys, Public Opinion, and Public Policy. 4 Hours. [Syllabus](#)

This course will address the nature of the relationship between public policy and public opinion and the role that surveys play in that relationship. Prerequisite: Graduate or professional standing; or consent of the instructor.

579: Practicum in Survey Methodology. 4 Hours. [Syllabus](#)

Students learn about survey research by participating in the process of conducting a survey or surveys. Prerequisite: Graduate or professional standing; or consent of the instructor.

580: Survey Nonresponse. 2 Hours. [Syllabus](#)

This course provides an overview of current problems in survey nonresponse and related questions of impact on data quality. Prerequisite: Graduate or professional standing; or consent of the instructor.

581: Cross-Cultural Survey Research Methods. 2 Hours. [Syllabus](#)

This course will provide graduate students with a clear understanding of the methodological issues involved in collecting survey data across multiple cultural groups and best practices when conducting cross-cultural research. Prerequisite: Graduate or professional standing; or consent of the instructor.

582: Survey Data Collection Methods. 2 Hours. [Syllabus](#)

This course will address the impact of data collection methods on survey responses and data quality. Prerequisite: Graduate or professional standing; or consent of the instructor.

583: The Psychology of Survey Measurement: Cognitive and Social Processes. 2 Hours. [Syllabus](#)

This course introduces students to one approach to survey methodology – the examination of the psychological processes through which survey respondents answer questions. Prerequisite: Graduate or professional standing; or consent of the instructor.

584: Internet Surveys. 2 Hours. [Syllabus](#)

This course examines current developments in the collection of survey data via the internet, including both the methodological strengths and weaknesses of this approach, as well as current standards for best practice. Prerequisite: Graduate or professional standing; or consent of the instructor.

585: Survey Research Ethics. 2 Hours. [Syllabus](#)

Students will be exposed to survey research ethical issues. Prerequisite: Graduate or professional standing; or consent of the instructor.

586: The History of Survey Methodology. 2 Hours. [Syllabus](#)

This course examines the history of surveys and their development and change over time. Prerequisite: Graduate or professional standing; or consent of the instructor.

587: Seminar on Special Topics in Survey Methodology. 2 Hours. [Syllabus](#)

This seminar is for special topics in survey methodology not covered in the other elective courses. Prerequisite: Graduate or professional standing; or consent of the instructor.

588: Survey Data Reduction and Analysis. 2 Hours. [Syllabus](#)

This course will provide an in-depth overview of available procedures and standards for survey data reduction and data analysis activities. Prerequisite: Graduate or professional standing; or consent of the instructor.

590: Public Administration Capstone. 4 Hours. [Syllabus](#)

Integration of classroom learning with practical experience. Students will work in groups to solve real problems for public and non-profit organizations. Extensive collaboration required among group members outside of class time. Students should expect significant field work at their assigned organizations. Students are responsible to the course professor and to the project supervisor in their assigned organizations.

Because the coursework is team-based, students are not allowed to drop this course once teams are created. Prerequisite: Consent of the instructor and enrollment in the MPA program. Course must be taken in the last two semesters in the MPA program; or consent of the instructor.

UPP 533: Development Finance Analysis. 4 Hours. Syllabus

Financial feasibility analysis for residential, commercial, and industrial projects. Financial valuation and accounting principles, legal interests in real estate, and tax issues affecting cash flow and returns on investment. Prerequisite: Graduating standing and PA 410 (Economics for Public Administration and Policy Decisions).



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