Program Description

CSUB Vision: “Our vision is that by 2014-15 CSU Bakersfield will be the leading campus in the CSU system in terms of:
• Faculty and academic excellence and diversity;
• Quality of the student experience; and,
• Community engagement

Realization of our vision will be advanced by recruitment, development and promotion of excellent and diverse staff within an organizational culture committed to excellence in all areas.

In pursuit of CSUB’s vision and our commitment to serve the Southern San Joaquin Valley, individuals enrolled in our Department of Public Policy and Administration (PPA) programs engage in learning experiences to develop new skills and expertise that prepare them for positions with government agencies at all levels; nonprofit organizations; hospitals, health, and health care agencies; and private organizations with significant government interactions. The Department has a strong commitment to professional development and among public and non-profit professionals. The faculty is also committed to scholarship. In addition to the affirmative recruitment of women, ethnic minorities and the disabled, the department strongly encourages the enrollment of practitioners in the undergraduate, graduate and certificate programs.

About Our Alumni. Our alumni serve in a variety of prestigious capacities, both locally and nationally. They include past and present county administrative officers (CAO’s); chief executive officers (CEO’s) of hospitals, retirement centers, mass transit systems, and special economic development zones; CEO’s of nonprofit organizations; policy specialists for elected officials at the national and local levels; presidents of private industry; presidents of state-wide professional associations; as well as elected public servants at the local and state levels. Other alumni enjoy professional careers in city management, special districts, social work organizations, criminal justice organizations (law enforcement and prison management), fire and public safety, and in the rapidly growing health care professions.

Professional and Academic Standards
The purpose of the PPA programs is to prepare competent, ethical and effective public, nonprofit, and health care managers and leaders to advance the public service. Consistent with, and in addition to, established university academic performance and student conduct standards for undergraduates, the professional public service nature of the programs demands that those admitted, retained, and awarded degrees conform to the program admissions criteria and possess, develop and demonstrate academic and professional integrity in all activities to inspire public confidence and trust in public service. Students and applicants who violate academic integrity or professional ethical standards of behavior will be subject to the academic integrity procedures of the university. Such actions are, of course, subject to university review and appeal.

Degree Programs
• Bachelor of Arts in Public Administration (BA)
• Master of Public Administration (MPA)
• Master of Science in Administration - Health Care Management (MSA-HCM)
Undergraduate students without experience in public service or administration are strongly encouraged to take an approved internship or community service to be arranged in consultation with the internship advisor.

**Bachelor of Arts in Public Administration**

In pursuit of academic excellence and diversity, high quality student experiences, and community engagement, it is the mission of this Bachelor of Arts (BA) program in Public Administration to prepare undergraduate students for administrative and managerial careers in government, nonprofit, health care, and volunteer organizations, as well as to upgrade the knowledge and skills of professional personnel already in such organizations. In addition, the program builds informed, active and responsible citizenship. The themes and objectives of the BA can be found at the department website.

**Requirements for the Bachelor of Arts Degree with a Major in Public Administration**

The Bachelor of Arts Degree with a major in Public Administration requires a minimum of 180 units which includes courses for the major and minor and courses for the other university-wide graduation requirements: General Education, American Institutions, First-Year Experience, Gender-Race-Ethnicity, and Upper Division Writing, and Foreign Language (see pages 59-63).

The major in Public Administration consists of a minimum of 85-quarter units. Public Administration majors are required to obtain advising before registering for classes. For information or an appointment with the Undergraduate Program Advisor, please contact Professor R. Steven Daniels (661) 654-2318 (BDC-A Office Bldg., Room 116) or BPA Student Services (661) 654-2326 (BDC-A Office Bldg., Room 123).

**Required Lower Division Foundation Courses**

1. ACCT 220
2. ECON 202
3. PLSI 101
4. PHIL 102 or SOC 120

**Required Core Courses**

1. INST 275*
2. COMM 304**
3. PPA 300***
4. PPA 320
5. PPA 340***
6. PPA 415
7. PPA 476 or MGMT 310
8. PPA 478
9. PPA 490

* Satisfies U.S. Government portion of American Institutions Requirement as well as Area D3 in the General Education Program.
** Satisfies the Graduation Writing Assessment Requirement
*** Satisfies Theme III for the General Education Program.

**Upper Division Electives (4 approved courses)**

In addition to the foundation and core requirements, students must complete four approved 300-level or 400-level courses in Public Policy and Administration. Students may take 500-level courses or enter the Fast Track Minor with senior status and department approval.

**Minor in Public Administration**

A minor in Public Administration is available to candidates for any baccalaureate degree. The minor may be of special importance to those interested in pursuing the MPA or MSA-HCM degree. These students should seek advising from the Undergraduate Advisor before beginning work on the minor. A student desiring a minor in Public Administration must have the approval of the Undergraduate Advisor and must take four approved upper division courses in Public Policy and Administration.
Regular Minor (20 units)
Required:
1. INST 275*
2. PPA 300**
and at least two (2) of the following nine courses:
PPA 320
PPA 325
PPA 340**
PPA 415
PPA 465
PPA 473
PPA 476 or MGMT 310
PPA 478
* Satisfies U.S. Government portion of American Institutions Requirement, as well as Area D3 in the General Education Program.
** Satisfies Theme III for the General Education Program.

“Fast Track” Minors (20 units)
For those considering the MPA or MSA-Health Care Management programs, the “Fast Track” minors allow students to complete the MPA and MSA-HCM Foundation as part of their undergraduate minor. Students must pass the courses to receive credit for a minor or a PPA elective; however, students also wishing to use the Fast Track courses to meet the graduate Foundation must achieve a “B” (3.0) or higher in each course.

MPA “Fast Track” (20 units)
1. PPA 400
2. PPA 401
3. PPA 402
4. PPA 403

MSA-HCM “Fast Track” (4 of the 5 courses; 20 units)
1. PPA 401
2. PPA 402
3. PPA 403
4. PPA 404
5. PPA 405

Minor in Nonprofit Management
The minor in nonprofit management provides students in business and majors in humanities, social sciences, and physical education the opportunity for class preparation in community nonprofit and social action agencies. Twenty units are necessary.
1. PPA 350*
2. PPA 450*
3. PPA 496*
And at least one of the following:
ACCT 220
ACCT 221 (Prerequisite: ACCT 220)
MGMT 460
MKTG 300
SPRT 405
PPA 465
PPA 478
*May not be counted for minor credit by PPA majors.

Certificate in Public Administration
An individual who desires to begin non-degree study in Public Administration may apply for a certificate. Six courses are required for the Certificate in Public Administration:
1. INST 275
2. PPA 300
3. PPA 415
4. PPA 476 or MGMT 310
5. PPA 478
6. Plus one approved elective.

Certificate in Nonprofit Management
An individual who desires to begin non-degree study in nonprofit management may apply for a certificate. Six courses are required for the Certificate in Nonprofit Management.
1. PPA 350
2. PPA 450
3. PPA 496
And at least three of the following:
ACCT 220
ACCT 221 (Prerequisite ACCT 220)
MGMT 460
MKTG 300
SPRT 405
PPA 465
PPA 478

Undergraduate Students Planning to Pursue the MPA or the MSA-HCM
Note: Undergraduate students in Public Policy and Administration planning to pursue the MPA or MSA-HCM should take the appropriate Fast Track courses as electives counting toward completion of the Bachelor of Arts in Public Administration (see the "Fast Track" minors listed above). Seniors may take 500-level electives, with the permission of the department. Undergraduate students may not take 600-level courses. Courses at the 600-level are limited to classified graduate students.

Career Awareness. The PPA Department offers two courses that provide undergraduate students an opportunity to explore careers in public service and health care management. These courses also fulfill university requirements. They are:
1. INST 275 provides an introduction of the field of public administration, and it fulfills the US Government portion of the American Institutions requirement. INST 275 also satisfies Area D3 in the General Education Program.
2. PPA 300 is a General Education upper division course that deals with public management and organization. PPA 300 satisfies Theme III for the General Education Program.

COURSE DESCRIPTIONS

Lower Division

INST 275 Administrative Processes in Government (5)
This course analyzes the field of public administration. Topics analyzed include the role of government in American society, the historic development of the public service, management issues related to modern governmental enterprises, problems of personnel, public budgeting, and alternative strategies for securing administrative responsibility. The course focuses on readings and cases pertaining to local and state administration, although issues involving the federal level are discussed where appropriate. Satisfies the U.S. government portion of the American Institutions requirement, as well as Area D in the General Education Program.

Upper Division

PPA 300 Public Management and Leadership (5)
Introduces basic principles of responsible leadership, effective management, organizational change in public, nonprofit and health care management settings. Includes social science issues in: authority, motivation, organization behavior and leadership styles. GE T3

PPA 320 Information and Data Management in Public Administration (5)
This course explores how information technology and data management techniques are being used in public organizations to manage organizational processes, plan community action and evaluate service. The problems and promise of IT are examined and the student learns basic skills in information and data management. Case studies and IT professionals are used to enhance learning.

PPA 325 Introduction to Administrative Law and Bureaucracy (5)
This course introduces the student to the concepts and processes of administrative law and governmental regulation. It reviews the evolution of administrative authority, rule-making, enforcement, adjudication, and judicial review.

PPA 340 Policy Networks (5)
This course offers an overview of the policy-making process and policy networks at the national, state, and local levels. This process can be divided (somewhat arbitrarily) into several stages: agenda setting, policy formulations, policy adoption, budgeting, policy implementation, and policy evaluation. The course covers the relevant literature on each stage of the process. The course will also examine several important policy areas including economic policy, energy and environmental policy, crime and criminal justice, welfare policy, health policy, education policy, legal and social equality, immigration policy, and life-style policy. Satisfies Theme III in the General Education Program. GE T3

PPA 350 Nonprofit Organizations in America (5)
The nonprofit sector is an important feature in American society, a force in our economy and a distinctive feature in the American democracy. This course introduces the student to the nature, scope, values and unique features of nonprofit and social service organizations. The concepts of philanthropy, charity, and welfare are explored and the student establishes a relationship with a local nonprofit.

PPA 351 Strategic Development of Nonprofits (5)
This course focuses on the financial processes, board development and management features, program evaluation and accountability mechanisms in nonprofit organizations. Challenges and opportunities for managers will be explored using case studies field trips, speakers, and other active learning strategies. Prerequisite: PPA 350.

PPA 400 Survey of Public Administration (5)
This graduate seminar introduces and examines a variety of environmental forces, including social/sociological, micro/macro economics, political, constitutional/ legal, that shape public administration. It discusses and analyzes the essential theories, principles, structures and trends in those areas that affect American public policy and administration, and provides a foundation for further graduate study of public administration, and provides a foundation for further graduate study of public administration. May be taken as a senior elective with department approval.

PPA 401 Analytical Methods in Administration (5)
This graduate seminar provides an introduction to applied research and basic statistical techniques for decision-making in public administration and the management of health care and nonprofit agencies. The course covers experimental, quasi-experimental and nonexperimental research designs; measurement; data gathering techniques and sources, including survey research; and the evaluation and communication of research findings. The course will prepare students for options in the graduate culminating experience. May be taken as senior with the department approval. Students should have familiarity with interval level statistics.

PPA 402 Program Evaluation (5)
(Application of skills acquired in PPA 401) This course deals with the application of research methods to the evaluation of social service programs, particularly in health and human service agencies. This form of
research provides knowledge of and about services, identifies the intended and unintended consequences of service interventions, and contributes information for policy decisions. Furthermore, program evaluation is an action based form of research and, therefore, this course is designed as an action based learning experience. Prerequisite: PPA 401.

PPA 403 The Public Policy-Making Process (5)
This course examines the public policy-making process at the federal, state, and local levels. Students will explore problem definition, agenda setting, policy formulation, policy legitimation, policy implementation, and policy evaluation. Students will explore the development of public policy by tracing individual social, economic, and health care policies through the stages of the process. GWAR

PPA 404 Contemporary Issues in Health Care Management (5)
Using case studies and class presentations, this graduate seminar introduces and examines the internal and external political, social, economic and legal forces that affect the organization of health service. It explores health care policy innovations, the application of management theory to current health services problems, and the future of health services. May be taken as a senior elective with department approval.

PPA 405 Managed Health Care (5)
As a result of political and social forces, the American health care delivery system is undergoing fundamental change: the caregivers, care, institutions and relationships between and among system components have all been altered recently. Central to understanding this change process is the concept of "managed care." This course explores the history, current impact and implications for the future of managed care. From case management issues, through operational concerns, to the policy challenges of managed competition and Medicare and Medicaid managed care. Course participants will also have the opportunity to explore and discuss the ethical dilemmas specific to a managed care environment.

PPA 410 Administrative Literature Seminar (5)
This course considers universal administrative concepts and issues as they are presented in novels, plays, films, poems, and short stories. The experiencing and appreciation of this literature combines the understanding of administration with the traditional values of humanistic study.

PPA 415 Statistical Methods in Public Administration (5)
This course is designed to give students a basic understanding of the conduct of public administration research, whether quantitative or qualitative methodology is used. Additionally the course aims to help students develop skills for the intelligent critique of research reports/articles, and an appreciation for the challenges of conducting sound research in public affairs. Subjects to be covered include: hypothesis development, research design, measurement (including index construction), data collection (surveys, interviews, secondary analysis, and qualitative methods), descriptive statistics, inferential statistics, contingency table analysis, regression and analysis of variance.

PPA 419 Aging Services Administration (5)
This course focuses on current administration processes and the organization of services to the aging. It also surveys related policies at the national, state and local levels. There is special emphasis on services present in Kern County.

PPA 430 Parks, Public Lands, and the Environment (5)
This seminar provides a survey of major parks, forest, public land issues, and institutions at the local, state, and national levels. Key topics include law enforcement and order maintenance, regulatory enforcement, safety and security concerns, visitors and ranger diversity, and ecological/environmental policies for parks, forests, and other public lands and recreational areas.

PPA 450 Contract Management (5)
This course examines principles, practices, and issues of contract management activities within government, nonprofit, and commercial/business organizations. A comprehensive evaluation of the process addresses the fundamentals of managing the entire contract life cycle of small to large transactions in a management systems approach. Participants develop practical competencies in using
different planning, development, implementation, monitoring, and close-out templates and guidelines, as well as techniques relating to critical thinking, problem solving, and decision making. Federal Acquisition Regulations’ principles are integrated into the transaction process to address an extended range of contracting complexities associated with expanded expectations, such as delivery of advanced technology systems or logistical issues involving intricate delivery schedules.

PPA 465 The Art and Science of Supervision (5)
The purpose of this course is to develop or enhance skills for effective supervision at all levels in a variety of settings. Two primary areas of supervision will be addressed: work environments (organizational structures, culture, climates, norms and values) and leadership skills (motivation, communication and human relations). Supplemental areas of study will include the processes of change, issues in training and development, ethics in the decision making process, and forms of supervision including coaching and mentoring. The course will also explore the theoretical, philosophical, and historical foundations of supervision.

PPA 470 Economics of the Public Sector (5)
Economic theories relating to market efficiency and failure, public expenditure, taxation, and political and bureaucratic behavior. Examination of programs and policies in areas such as health care, technology, social insurance, welfare and income redistribution, child care and education, and transportation. Examination of the tax system, fiscal federalism, and state and local government revenue and expenditure patterns. Online information resources are used to locate and assess policy analyses and analyze expenditures and revenues for all levels of government. Prerequisite: ECON 201 or 202. Cross-listed with ECON 470.

PPA 471 Administration in the Justice System (5)
This course provides an intensive analysis of the major components of the criminal justice system as well as the interrelationships between the system’s primary components. Management personnel, decision-making, and planning problems faced by administrators within the justice system will be explored through guest presentations, discussion, individual and group presentations.

PPA 473 Public Administration and the Political Process (5)
This course utilizes readings and discussion on the functions of public administration in a democratic political system. Case studies, guest presentations, individual and group presentations explore the media, pressure group processes, and the relationships between administration and political processes in defining the public interest and responding to social conditions. PPA 476 Public Human Resource Administration (5) This course explores several of the major issues and ideas of public personnel administration: selection, promotion, pay, and discipline of public administrators; the merit system; civil service boards; collective bargaining in the public sector; and ethical problems of modern public administrators. Includes discussion of nonprofit agency personnel administration.

PPA 477 Selected Topics in Public Policy and Administration (1-5)
In-depth studies of selected topic or topics not covered in regular courses are offered on a student demand basis. Topics vary each quarter; prerequisites announced for each topic. Conducted on seminar basis. PPA 478 Budgeting in Public Organizations (5) This course will introduce the student to the major concepts of public budgeting and finance in the United States. Budgeting at all levels of government will be covered. Key topics of study include: expenditure estimation, revenue forecasting, capital budgeting, budget reform and financial management. The role of the budget in the policy process will also be emphasized.

PPA 479 Urban Planning and Public Policy (2.5-5)
This course introduces the student to the philosophy, theory, and practice of urban planning. In particular, the course material examines the development of cities and urban regions and the structure and functions of contemporary cities. Students will conduct a critical review of alternative theories, recent trends, and new directions in American planning concepts and institutions. In addition, the course will feature an analysis of the context, function, and legal aspects of land use controls, construction codes, mass transit, urban renewal, model cities, new towns, and related aspects of policy and programs implementation. The
course may be offered for either 2.5 credits in five weeks or 5 credits in 10 weeks. The 10-week course will provide a more in-depth coverage of the topic. Matched with PPA 524 State, Local, and Intergovernmental Management if taught for 2.5 credits in five weeks.

PPA 489 Prior Experiential Learning (1-20)
This course is designed to provide a mechanism by which new or continuing students may receive academic credit for prior experiential learning through a portfolio review process. Students may earn up to 20 credits through this mechanism. To be eligible for academic credit, a student’s prior experiential learning must meet the following criteria: (1) the learning must have subject matter knowledge or base; (2) the learning must have general applicability outside the specific situation in which it was acquired; (3) the learning must be equivalent to college level work in terms of quality; (4) the students must be able to demonstrate that they know the relationship between what they have learned and other related subject fields and their own goals; and (5) the learning must be verifiable; i.e., the students must be able to demonstrate that they possess the learning which they have claimed. The Undergraduate Program Advisor in the Department of Public Policy and Administration will make decisions regarding the awarding of credit. Prerequisites: General Studies Portfolio Development course or PPA 499 focused on portfolio development.

PPA 490 Senior Seminar in Public Administration (5)
This capstone seminar for students in public administration examines: (1) the structure and environment of modern public bureaucracy; (2) the key administrative processes such as decision making leadership, communications, budgeting, and personnel; (3) the policymaking process; (4) political and economic bases of public policy and administration. Prerequisites: INST 275, PPA 300, PPA 476 (OR MGMT 310), and PPA 478. PPA 490 is normally taken in the last quarter before graduation.

PPA 496 Internship in Public Administration (5)
Students are assigned to various agencies and work under joint supervision of supervisors and the course instructor. Participation in staff and internship conferences, assigned reading, project where appropriate. (Arrangements should be made one quarter in advance, as enrollments are limited.) Prerequisites: permission of instructor. May be repeated for credit. Department determines application and number of units. Offered on a credit, no-credit basis only.

PPA 497 Cooperative Education (1-5)
The Cooperative Education Program provides a sponsored learning experience in a work setting, integrated with a field analysis seminar. The field experience, including the seminar and reading assignments, is supervised by the cooperative education coordinator and faculty liaison working with the field supervisor. May be repeated. May not be used as a substitute for requirements. Department to determine application and number of units. Offered on a credit, no-credit basis only.

PPA 499 Individual Study (1-5)
Individual supervised projects or directed reading projects for students qualified to carry on independent work. Prerequisite: permission of the instructor and department chair. Up to 5 units may be used to satisfy elective degree requirements. Department determines application and number of units. Note: To count for graduate elective credit and maintain graduate course standards, 400-level courses must be augmented with additional work.

GRADUATE COURSES
Graduate courses are listed in the “Graduate Programs” section of this catalog.