Lower Division

PPA 275 American Government and Public Administration (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. GE D3, USCA/USCN

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. 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 401 Analytical Methods in Administration (5)
This 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 non-experimental research designs; measurement; data gathering techniques and sources, including survey research; and the evaluation and communication of research findings. Serves as undergraduate PPA statistics requirement and MPA and MSA-HCM foundation course. Students should have familiarity with interval level statistics.

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 425 The U.S. Health Care System: Then and Now (5)
This course explores the development of the US health care system—social, cultural, economic, and political—to identify the values of this unique system of financing and delivering health care services. Comparisons are made between the past and present, the systems of other nations with that of the US, medical and social theories of different systems, and importantly the present and future of US health care. Students interested in careers in health and health care are encouraged to develop a frame of reference about health care that is provided through this introductory course. The course is delivered as either a hybrid or completely online course.

PPA 426 Marketing in Health and Human Services (5)
This course focuses on aligning health and human services offerings with the demands of markets, in order to maximize customer/client value and organizational competitive advantage. Course components include: the nature of marketing function; differences in services and product markets and marketing; market analysis; fundamentals of individual and organizational buying behavior; elements of the tactical marketing mix; and marketing strategies.
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 475 Introduction to Emergency Management (5)
This course will examine the issues surrounding emergency management since September 11, 2001. We will pay particular attention to the four phases of emergency management (mitigation, preparedness, response, and recovery), the organization of emergency management, and the politics of emergency management.

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: PPA 275, 300, 476 (OR MGMT 310), and PPA 478. PPA 490 is normally taken in the last quarter before graduation.

PPA 491 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 492 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 493 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 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 494 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 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

PPA 505 Managed Health Care (5)
As a result of political and social forces, the American health care delivery system has undergone fundamental change—the caregivers, care, institutions and relationships between and among system components are being transformed. 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 the management and patient perspectives. The experiences of students in their local communities will be used to explore the processes of contracting, the revenue streams, authorization systems, utilization and risk management, quality improvement and other issues pertinent to administration in a managed care environment. Managed care has also had a profound effect on health policy, especially in regard to the Medicare, Medicaid, and other governmental programs. Course participants will have the opportunity to explore and discuss the dilemmas specific to a managed care environment in general and Kern County in particular. In conclusion the focus shifts to the roots of “managed care” —the systems of other nations.

PPA 510 Economic Issues in Health and Health Care (5)
Study of health issues using the economic perspective. Topics include lifestyle choices and health outcomes, technology and demand, health insurance, labor markets in the health professions, role of government in health care markets, role of nonprofits, international comparisons of health care systems, and reform proposals. Cross-listed with ECON 510.

PPA 519 Management in Non-Profit Organizations (5)
This elective seminar will provide students with the managerial and supervisory techniques need to administer, develop and market volunteer, nonprofit, and community-based organizations that provide health and human services at the local level.

PPA 520 Fundamentals of Grant Writing (5)
This elective seminar is designed to provide individuals with the practical skills to be a successful grant writer. Topics to be covered include: how to write successful grant proposals; gather information about potential sources (federal, state, local or foundations); evaluate your chances for success, and make agency contacts. Also, how to evaluate and develop alternative funding beyond grants, to include planned giving and fundraising strategies.

PPA 524 State, Local and Intergovernmental Management (5)
This seminar emphasizes state, local, and intergovernmental administration in the context of: (a) the Federal intergovernmental system; (b) the Constitutional/legal system; (c) the political and social environments; and, (d) the nonprofit sector. 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 479 Urban Planning if taught for 2.5 credits in five weeks.

PPA 525 Administrative Law (5)
This elective seminar surveys administrative law and government regulation, the legal functions of administrative agencies, and the legal aspects of the process by which such agencies carry out their policies. It reviews the evolution of administrative authority and Title 5 of the U.S. Code, examining delegation doctrine, rule making, enforcement, adjudication, and judicial review. While this course focuses primarily on the federal system, it also includes an orientation on the California State Administrative law system.

PPA 530 Administration in Multicultural Settings (5)
This elective seminar surveys the theory and practice of effective management in multicultural contexts. The increased presence of ethnic minorities and women within the structures of service organizations combined with increased services to multicultural communities and clients have provided challenges and opportunities to management and supervisors to reassess traditional supervisory practices. Students will explore those facets of organizational culture, which are in this process of change.

PPA 536 Quality Initiatives in Health and Human Services (5)
Quality improvement activities are now essential to the financing and management of health and human service organizations. Third party payers, accrediting agencies, reviewers and regulators at all levels require health and human service organizations to set goals and measure outcomes and processes of care. Additionally organizations may use quality standards to market services to service recipients that are increasingly aware of the risks and benefits involved in human service activities. This course introduces the student to major quality initiatives and the specific processes of work flow management, statistical process control, patient management, clinical practice guidelines, analytic techniques and research strategies applicable to the quality improvement process.
PPA 540 Leadership (5)
This course focuses on the concept of leadership. Leadership is a process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of a common task. This course looks at leadership both theoretically and practically. Topics include trait and behavior theory, contingency theory, and transactional leadership, transformational leadership, catalytic or shared leadership, leadership and change, and decision-making.

PPA 550 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 571 Seminar in the Administration of Justice (5)
This elective seminar emphasizes research and field investigations of current justice administrative and policy problems, which cut across the total system. Topics may vary each quarter.

PPA 573 Emergency Management and Homeland Security (5)
The focus of this elective seminar is on the broad field of emergency management and its interface with homeland security. The course surveys public and private sector responses to emergencies, disasters, and terrorism. The intergovernmental nature of both emergency management and homeland security is discussed. Particular attention will be paid to mitigation, preparedness, response, and recovery; the organizational and politics of emergency management and homeland security; and the provision of homeland security in an uncertain world. The course will conclude with an emergency management/homeland security simulation.

PPA 577 Selected Topics in Public Policy and Administration (1-5)
In-depth study of selected topic or topics not covered in regular courses. Topics vary each quarter; prerequisites announced for each topic. Conducted on a seminar basis.

PPA 599 Individual Graduate Study (1-5)
Supervised investigation of an approved project leading to a written report. Project selected in conference with instructor in area of major interest; regular meetings to be arranged with instructor. Department determines application and number of units. May only be used for elective credit. Graduate: the following courses require Classified standing.

PPA 610 Public Human Resources Administration (5)
This graduate core seminar provides an in-depth study of the personnel and civil service systems in the federal, state, and local governments and in nonprofit and health care organizations. Review of the methods of recruitment, promotion, discipline, and termination are explored through case studies, discussion, and simulations. Contemporary issues in collective bargaining and labor relations are extensively explored.

PPA 611 Finance and Budgeting (5)
This graduate seminar provides a survey of current public policies, principles, and issues in public and healthcare finance and budgeting. Topics may include: economic functions and goals of public and healthcare entities; public and healthcare fiscal policies; revenues and taxation; debt; public and healthcare budgeting trends; and financial methods related to the management of public and healthcare institutions.

PPA 671 Graduate Seminar of Public Policy and Administration (5)
This MPA graduate core seminar examines the major concepts and issues in public administration. The history and the development of the modern public service and the bureaucracy. The students will do an investigation of the role of the public sector in American society, law, economy, and current trends in the public sector. Key course areas are the national political institutions and processes, and professional standards and ethics are studied.

PPA 677 Selected Topics in Public Policy and Administration (1-5)
In-depth study of selected topic or topics not covered in regular courses. Topics vary each quarter; prerequisites announced for each topic.

PPA 680 Public Management and Organizational Change (5)
In this graduate core seminar, the student will critically examine organization and management concepts and behavior. Emphasis will be on exploring the dynamics of planned organizational change as well as models of organizational development in the public management context. Prerequisite: PPA 400 for MPA & PPA 404 for MSA.
PPA 685 Strategic Management in Health and Human Service (5)
The management of health care and human service organizations has changed dramatically in the past few decades. Management of these competitive organizations now demands strategic thinking, planning and management. Preparation for this challenge begins with this course that requires students to draw on a foundation of traditional organization theories in management, organizational behavior, leadership and organization change. However, the focus of the course is building knowledge, skills and abilities in developing, implementing, and evaluating strategic processes and practices. The course is designed as a hybrid model; seat time is reduced and IT data gathering and group and individual case preparation time is increased. Each student will participate in a community service project as well.

PPA 689 Legal and Ethical Issues in Health Care (5)
This graduate seminar explores legal and ethical issues in health care policy and administration. Legal aspects such as constitutional issues, laws, administrative regulations and court interpretation, and professional responsibilities are examined. Exploration of ethical issues will include an examination of moral systems, identification of ethical principles and the introduction of analytical techniques to help in choosing alternative decisions and actions. The student is expected to develop expertise in oral and written argument.

PPA 691 Policy Analysis (5)
This integrating MPA and MSA-HCM capstone graduate seminar focuses on the policies in the public and health care sectors. Explores qualitative and quantitative policy models and policy analysis methodology. Selected contemporary policy areas such as energy, the environment, criminal justice, welfare, health care, and education are explored.

PPA 696 Internship (1-5)
An internship experience is required for all students that are considered pre-service (MPA Program) or have not had supervisory experience in a health care setting (MSA-HCM Program) or nonprofit organization. Requirements include at least 200 hours of supervised management level experience and leadership for and completion of an assigned project. Completion of the course follows a formal evaluation by the organization sponsor. This course is graded credit/no credit and does not satisfy the requirements of an elective.

PPA 698 Masters Paper (5)
This course is a practicum, which demonstrates competency acquired in the masters programs. Each student will complete a thesis like project that requires the application of both theory and methods. This is the capstone course in both the MPA and MSA programs. It is strongly recommended that students do not enroll in other courses while taking this course. Prerequisite: PPA 536 or PPA 691.

PPA 699 Individual Graduate Study (1-5)
Supervised investigation of an approved project leading to a written report. Project selected in conference with instructor in the area of major interest; regular meetings to be arranged with instructor. Department determines application and number of units.