

Lower Division

PPA 2008 American Government and Public Administration (3)

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. and California government portion of the American Institutions general education requirement.

Upper Division

PPA 3000 Public Management and Leadership (3)

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.

PPA 3200 Information and Data Management in Public Administration (3)

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. This course explores how information and communication technologies (ICTs) are impacting society broadly. We will specifically explore public policy implications of ICT trends, and examine how these trends impact the management of public organizations. The course will examine policy issues such as privacy and political participation, and management issues such as social media in emergency management.

PPA 3250 Introduction to Administrative Law and Bureaucracy (3)

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 3408 Policy Networks (3)

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 general education Sustainability and Justice upper division Area D.

PPA 3500 Nonprofit Organizations in America (3)

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. Contemporary legal and policy issues affecting the nonprofit sector are also explored.

PPA 4010 Analytical Methods in Administration (3)

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 analysis, evaluation, and communication of research findings. The course involves identification of a research question, secondary research, selection of an appropriate quantitative or qualitative design, and preparation of a research proposal. The course will also cover statistical analysis through linear regression. Serves as the undergraduate PPA statistics requirement and MPA and MSHCA foundation course. Students should have familiarity with interval level statistics.

PPA 4020 Research Methods in Administration (3)

The course examines quantitative and qualitative research design in public administration and health care management. Topics include selecting research topics, defining research questions, quantitative research design, qualitative research design, and measurement. Students must develop a research proposal as the key work product of the class.

PPA 4038 The Public Policy-Making Process (3)

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. Satisfies general education requirement GWAR.

PPA 4190 Aging Services Administration (3)

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. The focus of this course is aging policy and aging services administration.

These services occur in the context of the aging of the baby boom generation, the changing economic status of older Americans, increasing diversity, changing levels of political support for aging policies, and issue of generational equity. This course uses lecture and discussion to outline the issues defining the future of aging policy in the United States.

PPA 4250 U.S. Health Care System: Then and Now (3)

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. This course is an in-depth exploration of the health care delivery system of the United States and the contemporary challenges to that system in delivering health care services. The purpose of the course is to foster a conceptual and contextual understanding of the system to prepare students for careers and the manager and administrator for active, reflective participation in the delivery of health care services. The social, political, and economic forces that have shaped both the traditional and alternative care systems will be examined from an historical perspective. The contemporary situation will be assessed and critically analyzed through discussion of local/state health care issues and focused examination of a current issue. The future will be approached through discussions of health policy, culture shifts, the challenges of a global society, and the dilemmas inherent in global complexity. Learning experiences include but are not limited to texts, articles, exercises, videos, movies, games, and scenarios.

PPA 4260 Marketing in Health and Human Services (3)

This course focuses on aligning health and human services offerings with the demands of markets and the development of an organizational brand, in order to maximize customer / client value and organizational competitive advantage. Course components include: the nature of marketing and public relations differences in service and product analysis, market analysis, branding, planning promotional materials, and integrating these activities with a business plan. Plans are generated for an actual or potential client organization. Undergraduates will work in teams on projects 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 4500 Contract Management (3)

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 4610 Administration in the Justice System (3)

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 4620 Introduction to Emergency Management (3)

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 4650 The Art and Science of Supervision (3)

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 4660 Public Human Resource Administration (3)

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 4680 Budgeting in Public Organizations (3)

This course will provide students with basic concepts and practical experience of public budgeting in the United States. Budget issues at the federal, state, and local level and in other public organizations will be presented. Major topics will include budgetary process, revenue system, revenue and expenditure estimation, and capital budgeting. Other areas, such as fiscal federalism and the role of the budget in government decision making, will be covered as well. The role of the budget in the policy process will also be emphasized.

PPA 4690 Urban Planning and Public Policy (3)

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.

PPA 4770 Selected Topics in Public Policy and Administration (3)

In-depth studies of selected topic or topics not covered in regular courses are offered on a student demand basis. Topics vary each term; prerequisites announced for each topic. Conducted on seminar basis.

PPA 4850 Individual Study (3)

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, students must register for PPA 6850.

PPA 4960 Internship in Public Administration (3)

Students are assigned to various agencies and work under joint supervision of supervisors and the course instructor. Students participate in staff and internship conferences, assigned reading, project where appropriate. (Arrangements should be made one term 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 4908 Senior Seminar in Public Administration (3)

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 2008, PPA 3000, 4660 (or MGMT 3100), and PPA 4680. PPA 4908 is normally taken in the last term 12before graduation. Satisfies general education requirement Capstone.

Graduate Courses

PPA 5000 Survey of Public Administration (3)

This graduate seminar introduces and examines a variety of environmental forces, including social/sociological, micro/macroeconomics, 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 5020 Program Evaluation (3)

(Application of skills acquired in PPA 4010). 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 4010 (grade of B or higher).

PPA 5050 Manage and Finance: The Delivery of Health Care (3)

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. This course explores the roots of the transformation and the various challenges presented by the stages and the models for the financing and delivery of care. The competition among stakeholders produces a constantly changing environment requiring operational adjustments. Course participants will have the opportunity to explore and discuss the dilemmas specific to a managed care environment in general and within Kern County in particular. Once the student has grasped the fundamental characteristics of our national health care system the course will focus on the future of managed care, the systems of other nations, and the experiences of citizens in various states. This course develops critical viewing to enhance analytic skills and introduces the case study method for learning.

PPA 5100 Economic Issues in Health and Health Care (3)
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. This course is the study of health and health care issues from an economic perspective. Examined are the US national system and the health care systems of other nations. Highlighted will be the theories and analytic tools important to the manager and administrator in health care organizations. Special topics such as the role of governments in health care markets, the difference in organizations in the various economic sectors, the role of competition, and reform proposals will be introduced and explored. Cases involving actual organizations in specific health care sectors are used in the learning process. 4Cross-listed with ECON 3108.

PPA 5140 History and Context U.S. Health Care (3)
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. This course is an in-depth exploration of the health care delivery system of the United States and the contemporary challenges to that system in delivering health care services. The purpose of the course is to foster a conceptual and contextual understanding of the system to prepare students for careers and the manager/administrator for active, reflective participation in the delivery of health care services. The social, political, and economic forces that have shaped both the traditional and alternative care systems will be examined from

an historical perspective. The contemporary situation will be assessed and critically analyzed through discussion of local/state health care issues and focused examination of a current issue. The future will be approached through discussions of health policy, culture shifts, the challenges of a global society, and the dilemmas inherent in global complexity. Learning experiences include but are not limited to texts, articles, exercises, videos, movies, games, and scenarios.

PPA 5190 Management in Non-Profit Organizations (3)
This elective seminar will provide students with the managerial and supervisory techniques needed to administer, develop and market volunteer, nonprofit, and community-based organizations that provide health and human services at the local level.

PPA 5200 Fundamentals of Grant Writing (3)
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, students will learn how to evaluate and develop alternative funding beyond grants, to include planned giving and fund-raising strategies.

PPA 5240 State, Local and Intergovernmental Management (3)
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. America's complex system of multi-layered government faces new challenges as a result of rapidly changing economic, technological, and demographic trends. An aging population, economic globalization, and homeland security concerns are among the powerful factors testing the system's capacity and flexibility. Major policy challenges and responses are now overwhelmingly intergovernmental in nature, and as a result, the fortunes of all levels of government are more intertwined and interdependent than ever before.

PPA 5250 Administrative Law (3)
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, rulemaking, 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. 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 5260 Marketing in Health and Human Service (3)

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. This course focuses on aligning health and human service offerings with the demands of markets and the development of an organizational brand to maximize customer/client value and organizational competitive advantage. Course components include: the nature of marketing and public relations, differences in service and product analysis, market analysis, branding, planning promotional materials, and integrating these activities with a business plan. Plans are generated for an actual or potential client organization. Graduates will work as individuals on projects.

PPA 5300 Administration in Multicultural Settings (3)

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 5360 CQI in Health and Human Services (3)

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. Additionally, organizations now compete rather than cooperate and collaborate and may use quality standards to market services to recipients— patients, clients and citizens 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, risk management, patient management, clinical practice guidelines, and analytic techniques and research strategies applicable to the continuous quality improvement process.

PPA 5370 Quality Initiatives: A Practical Experience (3)

Managers in health care have a leadership responsibility in designing, implementing, and evaluating CQI Plans. This course is designed to provide organization based experience and successful completion of the course satisfies the internship requirement for the degree program. In addition, the Department of Public Policy and Administration requires all students to complete a course that provides Community Service Learning or other applied experience. This course also satisfies that requirement.

PPA 5400 Leadership (3)

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. The course seeks to integrate a wide range of classic and contemporary topics such as: Leadership; Public Leadership; Management; Conflict; Change; Problem-Solving; Civic Engagement; and Social Responsibility.

PPA 5500 Contract Management (3)

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 5620 Emergency Management (3)

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.

PUBLIC POLICY AND ADMINISTRATION

PPA 5710 Seminar in Administration of Justice (3)

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 term.

PPA 5770 Selected Topics in PPA (3)

In-depth study of selected topic or topics not covered in regular courses. Topics vary each term; prerequisites announced for each topic.

PPA 6100 Public Human Resources Administration (3)

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 6110 Public Finance and Budgeting (3)

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 6180 Health Policy and Policy Research (3)

This course addresses health policy issues from the public policymaking process, through a history of US health policy, to the policy research challenges faced by managers and administrators. Explored are the stakeholders, policy networks, and policy impacts—including Medicaid, Medicare, S-CHIPS, and the PPACA. The types of policy research are introduced with a focus on the methods used, especially the case study, and the stage of program evaluation.

PPA 6520 Public Management and Organizational Change (3)

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 5000.

PPA 6530 Policy Analysis-Quan Focus (3)

This integrating MPA 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 6610 Strategic Management in Health Care and Human Service (3)

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 6620 Legal and Ethical Issues in Health Care (3)

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. This graduate seminar examines the legal and ethical issues that confront managers and administrators in health care and human service organizations. Explored will be the social, cultural, legal, economic and organizational values, paradoxes and dilemmas of our society and the laws, regulations, codes, standards and theories constructed to deal with these issues. The course is grounded in ethical and legal philosophies and examines the value-based belief systems we use individually, as a nation, and through health care and human service organizations. Participants will be encouraged to develop or further shape an ethical system through which they will manage. Methods that stimulate reflection and description are integral. Therefore, the seminar format is used. Texts, debates, newspapers, fiction, nonfiction, movies, videos, case studies, exercises, and games are some of the learning techniques that may be employed.

PPA 6770 Selected Topics in Public Policy and Administration (3)

In-depth study of selected topic or topics not covered in regular courses. Topics vary each quarter; prerequisites announced for each topic.

PPA 6850 Individual Graduate Study (1-3)

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.

PPA 6860 Internship (1-3)

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 (MSHCA 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 6980 Master's Paper (3)

This course is a practicum, which demonstrates competency acquired in the master's 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 MSHCA programs. It is strongly recommended that students do not enroll in other courses while taking this course. Prerequisite: PPA 6530. Candidates for the MPA degree must complete a culminating activity in accordance with Title V of the California Administrative Code. The purpose of this activity is to demonstrate competency acquired in the graduate program. This includes mastery of knowledge in the discipline and in the ability to use theory and method in the preparation of an applied research project. Candidates must complete PPA 6530 before they may begin the culminating activity. The first and second reader must each assign a score of four or higher on both critical thinking and writing to sign the final product. Prerequisites: Advancing to candidacy and approval by the MPA Director.

PPA 6990 Capstone Project (3)

This capstone project is designed to help students integrate and apply the knowledge gained in the MPA program. It involves the study and analysis of a public management or policy case (assigned by the instructor). Student deliverables are a case report, a presentation based on that case report, and a reflective essay where students write about how their public service perspective has evolved during the course of their study. Prerequisites: Advancing to candidacy and approval by the MPA Director.

PPA 7000 Continuous Enrollment (3)