

The Master of Public Administration (MPA) program at Western International University (West) furnishes students with the knowledge and skills needed to exercise responsible and ethical leadership in public service settings. West's program marries theory and application, affording the student with relevant knowledge, practical skills, best practices, and the professional values employed by leaders and managers to implement policies, projects, and programs that resolve important societal problems. Graduates of the West MPA program are equipped to work in all levels of government (federal, state, local, and tribal), in nonprofits, in international organizations, consulting firms, research, advocacy groups, and in the private sector.

For gainful employment disclosures about this program, visit <http://west.edu/etc/west/gainful-employment/mpa/Gedt.html>

## Program Learning Outcomes

1. Demonstrate professional behaviors and skills that apply a public service perspective to communication, leadership, and decision-making.
2. Develop effective approaches to lead and manage diverse public and nonprofit organizations.
3. Evaluate the differences and/or similarities that distinguish organizations in the public, nonprofit, and private sectors.
4. Evaluate solutions to address the uncertainty of financial resources in diverse public and non-profit organizations.
5. Analyze the social, political, economic, and cultural factors that influence US public budgeting and financial administration in diverse public and nonprofit organizations.
6. Analyze the process of public policy implementation in the changing context of public administration.
7. Evaluate the impact of legal requirements and ethics on public governance and the public policy process in diverse public and nonprofit organizations.
8. Utilize an effective procurement system based on ethical and legal parameters to manage performance and resources.

## Required Course of Study

*MPA Core Requirements - 24 credits*

*Major Requirements - 12 credits*

*Capstone - 3 credits*

*Credits Required for Degree: 39*

## MPA Core Requirements

*MPA Core Requirements – 24 credits*

### **CUL 623 Global Communication for Professionals**

This course provides an overview of critical topics related to professional communication in the global economy and prepares students to develop strategies for successful intercultural exchanges. Students evaluate verbal and non-verbal communication models as they are manifested across cultures and create research-based analyses of cross-cultural scenarios. Course content addresses the application of intercultural communication skills to organizational structures and decision-making, negotiations, and ethics.

### **BUS 620 Ethical Leadership and Corporate Responsibility**

This course examines ethical systems and the ways in which corporate ideals are reflected in individual and organizational behavior. Students investigate ethical dilemmas to discover how congruence between individual and corporate values is developed and maintained. Themes include the nature of morality, disparate legal systems, and business ethics.

### **IT 620 Information Resource Management**

This course includes the techniques and methodology of managing data, information, and knowledge at all levels of an organization. Students describe the business environment within the structures of the information age and how information management informs organizational strategies. Themes include information systems planning, systems development, outsourcing, and leadership.

### **MGT 665 Corporate Power, Politics, and Negotiations\***

This course investigates various forms of power, politics, and negotiations in the corporate realm and how they affect the decision-making process. Students evaluate the interpersonal skills and political strategies of successful managers and organizations in order to develop personal strengths. Themes include strategic

power planning, management styles, and conflict resolution strategies.

\*Prerequisite: MGT 625

### **MPA 600 Foundations in Public Administration**

This course provides students with a comprehensive overview of public administration in American governance. Examined through a multidisciplinary perspective, this course surveys the political, social, institutional, and organizational milieu in which public administrators function. Topics include the historic roots of public administration practice, bureaucratic theory, values in public administration, the role of the public administrator, and the distinctions that set management of public organizations apart from that of private-sector organizations. Completion of this course will provide the student with an understanding of both the complex environment within which public administrators function as well as the duties, responsibilities, challenges, and problems faced by public administrators.

### **MPA 625 Strategic Management in the Public Sector**

This course highlights the role of strategy formulation in the development and sustainment of agency effectiveness and nonprofit competitive advantage. Students demonstrate an ability to design analytic methodologies to deal with changes in the public policy landscape. Topics include public sector management, stakeholders, organizational strategy, benchmarking, mission statements, and global influences.

### **MPA 630 Managing Public Policy**

This course focuses on the theoretical, conceptual, and practical understanding of public policy management. Students develop the insight and skills necessary to plan, organize, implement, and manage policy programs and operations. Topics include public policy planning, policy evaluation, and management strategies.

### **RES 600 Graduate Research Methods**

This course provides graduate students with the tools necessary for completing the in-depth research, reading, writing, and speaking activities central to all coursework at West. Students advance their studies of research design and methodology and apply these skills to their programs of study. Subjects include primary and secondary research, descriptive and inferential statistics, regression and correlation analysis, and research presentation.

## **Major Course Descriptions**

*Major Requirements – 12 credits*

### **MPA 645 Public and Nonprofit Financial Management**

This course examines the finance and accounting principles and procedures used by public administration professionals. Students learn the importance of ethical accounting practices as they pertain to the management of public and nonprofit organizations. Subjects include financial reporting, budget and control issues, revenue and expense recognition, auditing, and governmental performance measures.

### **MPA 646 Procurement and Contract Administration**

This course presents the policies and procedures involved in procuring products and services in the public sector. Students explore the ethics, rules, regulations, and laws that are critical to the development, negotiation, and administration of contracts at all levels of government and private sector organizations. Themes include the procurement planning process, vendor/supplier selection, contract award and management strategies, and technologies used in public procurement.

### **MPA 650 Human Behavior and Resource Administration**

This course provides a realistic approach to the organizational theories and behaviors found within the public sector. Students analyze the economic, political, and social factors that affect human resource management in public and nonprofit organizations. Topics include management strategies, individual and group behavior, organizational behavior, and conflict management.

### **MPA 670 Public Administrator and the Law**

This course analyzes the public administrator's role in relation to the law. Students explore how legal and moral forces guide decision making within the public sector. Subjects include civil law, constitutional law, administrative law, government contracting law, employment law, public liability law, insolvency law, as well as legislative and judicial processes and judicial review.

## **Capstone Course Descriptions**

*Capstone – 3 credits***MPA 698 Public Administration Capstone\***

The Public Administration Capstone serves as the final requirement for the MPA program. Its purpose is to demonstrate the student's mastery of professional norms, ethical standards and analytical skills that are essential to successful public management by providing an integrative experience that taps into the core knowledge, skills and values students have acquired through their MPA coursework. The capstone course is directed toward the production of an analytical paper that addresses a demonstrated managerial or policy issue confronting a public or not-for-profit organization. Requirements for this course include a paper and oral presentation, which together demonstrate that the student is able to draw upon MPA coursework and current research to address specific workplace issues.

\*Prerequisite: 33 credits