

## Graduate Program in Public Administration (Department of Social Sciences)

Downtown Campus  
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Richard Bonaccorsi

**Academic Head:**  
Scott Peters

The Graduate Program in Public Administration (GPPA) is a unit of IIT's Department of Social Sciences, which encompasses the disciplines of political science and sociology, with special emphases in the fields of urban government and community affairs, policy analysis, organization and management of work, public finance, public safety, and nonprofit management.

IIT has offered educational programs in public administration since the 1940s and has awarded the Master of Public Administration (M.P.A.) degree, the most widely recognized professional credential, since the mid-1960s. Building on the foundations laid by former departmental faculty members Herbert A. Simon (a Nobel Laureate), Victor Thompson and Donald Smithburg, the current program continues to present a practical focus on the characteristics and responsibilities of the effective governmental manager. Nearly all public administration students have substantial work experience in public or nonprofit agencies. Courses meet during the evening hours at IIT's Downtown Campus, conveniently located in the West Loop near transportation and many governmental offices, to accommodate the needs of the mid-career public service professionals that constitute most of the program's student body.

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### Degrees Offered

Master of Public Administration (M.P.A.)  
Masters of Public Administration with specialization  
in Nonprofit Management

Masters of Public Administration with specialization  
in Public Safety and Crisis Management  
Master of Public Administration  
with specialization in Public Works

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### Dual- and Joint-Degree Programs

**With Department of Social Sciences:**  
Bachelor of Science in Political Science/  
Master of Public Administration

**With Stuart School of Business:**  
Master of Business Administration/  
Master of Public Administration

**With Chicago-Kent College of Law:**  
Juris Doctor/Master of Public Administration

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### Certificate Programs

Nonprofit Studies and Management  
Public Safety and Crisis Management

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### Research Facilities

Students and faculty have access to the libraries of both the Downtown Campus, with its extensive collections in law and management, and the Galvin Library on IIT's

Main Campus. The Downtown Campus also has excellent computer laboratories.

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### Research Areas

Faculty and student research is concentrated principally in the areas of public management, public policy formulation, urban government, intergovernmental

relations, planning and land use, community and regional development, criminal justice, civil society and administrative ethics.

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## Faculty

Richard Bonaccorsi, Director of Program Development and Senior Lecturer. B.A., DePauw University; M.I.M., American Graduate School of International Management (Thunderbird); Executive Ph.D. of Management, Case Western Reserve. Strategic planning, international management, international marketing, leadership.

Donald Bradkovic, Adjunct Professor. M.A., University of Chicago. Public personnel administration.

Kelly Brest van Kempen, Adjunct Professor. M.A., University of Utah, J.D., Illinois Institute of Technology Chicago-Kent College of Law. Legal Writing, managerial communications, English as a second language (ESL).

Roland Calia, Adjunct Professor. M.A., Claremont Graduate School, Ph.D., University of Chicago. Public Finance, governmental budgeting and financial management.

Paul H. DeForest, Associate Professor. B.S., Ph.D., Georgetown University. Administrative politics, regulatory policy.

William Disselhorst, Adjunct Professor. MPA, Illinois Institute of Technology. Police administration.

William J. Grimshaw, Professor. B.A., University of Chicago; M.A., Ph.D., University of Illinois, Urbana-Champaign. Urban politics and administration.

Rick Kuner, Adjunct Professor. M.S., Massachusetts Institute of Technology. Planning analysis.

Richard Lipinski, Adjunct Professor M.A. and Ph.D., University of Chicago. Policy Analysis.

Michael Marcus, Adjunct Professor. M.S.W., University of Maryland. Public and non-profit organization and management.

William Markle, Adjunct Professor. Ph.D., University of Illinois, Chicago. Public works/Infrastructure management

Harriet McCullough, Adjunct Professor. M.A., DePaul University. Governmental ethics.

Christena E. Nippert-Eng, Associate Professor. B.A., State University of New York, Cortland; M.A., Temple University; Ph.D., State University of New York, Stony Brook. Organization and management.

Karl Nollenberger, Academic Director and Senior Lecturer. B.B.A., University of Iowa; M.P.A., University of Colorado-Denver; Ph.D. in Public Administration, UIC-Chicago. Public administration, financial management, budgeting, human resource management, urban management, local government.

Terrance Norton, Adjunct Professor. J.D., DePaul University College of Law. Governmental Ethics.

Gregory Peters, Adjunct Professor. M.P.A., Syracuse University. Public Finance and Budgeting.

Scott Peters, Academic Head and Senior Lecturer. B.A., Macalester College; J.D., Washington University; Ph.D., University of Illinois, Chicago. Public management, urban planning and policy, comparative political economy and administration.

Charles Pounian, Adjunct Professor. Ph.D., Illinois Institute of Technology. Public personnel administration.

Ullica Segerstrale, Professor and Chair of the Department. Fil. kand., Pol. kand., University of Helsinki (Finland); M.A., University of Pennsylvania; Ph.D., Harvard University. Science and technology studies.

Ray Trygstad, Assistant Director for Information Technology. IIT Rice Campus, M.S., University of Denver, Information systems security/cyber crime.

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## Admission Requirements

Cumulative undergraduate GPA: 3.0/4.0

GRE: not required

TOEFL minimum: 575/233/90\*

Meeting the minimum GPA and test score requirements does not guarantee admission. Test scores and GPA are just two of several important factors considered.

\* Paper-based test score/computer-based test score/internet-based test score.

## Graduate Program in Public Administration

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### Master of Public Administration

32 credit hours  
Preliminary

The Master of Public Administration program, which is designed for the working professional, combines rigorous instruction with a practical orientation toward public and nonprofit management and policy analysis. Students encounter this balance between the academic and the practical in the teaching faculty, course materials and classroom exercises. The program emphasizes both administrative knowledge and managerial skills related to the formulation of policy, the acquisition of human and financial resources, application of sound methods of organization and management, and the development and execution of effective implementation strategies. The curriculum allows students a significant amount of flexibility in selecting courses that meet their personal educational and professional objectives, while also assuring them of a sound foundation in all key areas of the discipline.

The M.P.A. degree requires a minimum of 32 credit hours of graduate work. No more than six credit hours may be taken in IIT courses numbered between 400 and 499. A maximum of nine credits of graduate-level coursework may be transferred from another accredited university if these have not been used toward a degree and upon approval of the student's advisor and Academic Director. The normal program of study requires completion of the following core courses:

PA 501	Introduction to Public Administration
PA 502	Complex Organizations
PA 503	Public Administrative Law
PA 522	Public Personnel Administration
PA 532	Principles and Practices of Public Finance
PA 542	Strategic Planning
PA 509	Practicum in Policy Analysis

In addition, the program requires completion of PA 510 Managerial Communications for the students who do not place out of that course pursuant to department procedures.

Students must complete a minimum of 32 semester hours. Elective courses may be selected from courses in public administration or such other fields as architecture, business, city and regional planning, civil engineering, computer science, design, environmental engineering, humanities, psychology, social sciences or law. These courses are to be chosen with the help of his/her advisor to help further the student's career objectives.

Prior to enrolling for their second semester, full-time students are required to successfully complete a preliminary exam in public administration theory and organization theory. Part-time students must take the preliminary exam before enrolling for their fifth course. Students are urged to begin their program with courses in public administration theory and organization theory in preparation for this exam. A thesis is not required for this degree but rather a capstone project is part of the PA 509 Practicum in Policy Analysis course.

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### Masters of Public Administration with Nonprofit Management Specialization

In 2005, the GPPA initiated a Nonprofit Studies and Management specialization. Students from non-profit organizations and students interested in the non-profit sector take the regular M.P.A. core curriculum and up to four to five electives from the non-profit courses offered

in the program. This program is designed for the working professional combining rigorous instruction with practical orientation toward nonprofit management and policy analysis.

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### Masters of Public Administration with Public Safety/Crisis Management Specialization

In 2005, the GPPA initiated a Public Safety and Crisis Management specialization. Students take the regular M.P.A. core curriculum and up to four to five electives from the public safety and crisis management courses

offered in the program. This program is designed for the working professional combining rigorous instruction with practical orientation toward public safety management and policy analysis.

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### Master of Public Administration with Public Works Specialization

In 1982, the GPPA initiated a public works specialization in conjunction with IIT's Department of Civil and Architectural Engineering, the Chicago Metropolitan Chapter of the American Public Works Association (APWA), and the Education Foundation of the APWA. Students from public works agencies, especially those with engineering and technical backgrounds, take the

regular M.P.A. core curriculum and PA 551 (Public Infrastructure Management) and may also take appropriate engineering courses for elective credit. In addition, the M.P.A. program cooperates with the Department of Civil and Architectural Engineering in their offering of a Master of Public Works (M.P.W.) degree.

**B.S./M.P.A.**

The requirements for the B.S. in Political Science/M.P.A. degree may be completed in five years of full-time study. Qualified students interested in careers in the public sector are encouraged to begin their preparation at the

undergraduate level and follow a course of study that will allow them to move directly into the M.P.A. program. For detailed information, prospective students should contact the chair of the social sciences department.

**J.D./M.P.A.**

A J.D./M.P.A. program, offered in conjunction with IIT's Chicago-Kent College of Law, allows students to receive both a Juris Doctor degree and a Master of Public Administration degree in a reduced time period, depending on undergraduate preparation. This program is particularly valuable for administrators whose work is guided and circumscribed by a web of legislation, rules

and judicial decisions, including persons interested in city management, labor and personnel work, police administration, and public policy analysis. Students must be admitted to both programs separately. For detailed information, prospective students should contact the coordinator of the J.D./M.P.A. program, Professor Scott Peters.

**M.B.A./M.P.A.**

Many managers wish to increase their understanding of and ability to operate effectively in both the public and private sectors. This desire flows from the extensive interaction between the two sectors in such areas as procurement, contracting, consulting and economic development, as well as opportunities for career mobility. The

dual-degree M.B.A./M.P.A. program reduces course requirements by as many as six courses from the requirements for the two degrees taken separately. For detailed information, prospective students should contact the assistant director of the public administration program and the Stuart School of Business.

**Certificate Programs**

The GPPA offers two graduate certificate programs. These programs provide students with a post-baccalaureate knowledge of an area of specialization with public administration. Students in these programs register as certificate students. Certificate programs require a set of

four courses. Students who are admitted to a master's degree program may apply coursework previously taken in a certificate program toward the requirements for the master's degree.

**Nonprofit Studies and Management**

This program is designed for those interested in increasing their knowledge and skills in the nonprofit sector but do not currently have the time to pursue an MPA with a specialization in Nonprofit Studies and Management. The student will take at least 3 of the 6 courses described above and below:

- PA 565 – The Nonprofit Sector;
- PA 535 – Resource Development in the Nonprofit Sector;

- PA 534 – Financial Management of Nonprofit Organizations;
- PA 543 – Public Policy, Nonprofits and Philanthropy;
- PA 566 – Nonprofits and the Public Sector;
- PA 505 – The Law and the Nonprofit Sector.

And take 1 MPA course:

- Recommended is PA502, Complex Organizations;
- With permission from the MPA program director the student may take another course of the student's choosing.

**Public Safety and Crisis Management**

This program is designed for those interested in increasing their knowledge and skills in the public safety field but do not currently have the time to pursue an MPA with a specialization in Public Safety Management. The student will take 3 of the courses described below:

- PA 553 - Public Safety Administration;
- PA 539 - Local Government Management;
- PA 537 - Homeland Security/Crisis Management
- PA 538 – Information Systems Security/Cyber-crime.

And 1 MPA course:

- Recommended is PA 502, Complex Organizations;
- With permission from the MPA program director the student may take another course of the student's choosing.

## Graduate Program in Public Administration

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### Course Descriptions

Numbers in parentheses indicate lecture, laboratory and credit hours, respectively.

#### **PA 501 Introduction to Public Administration**

Analyzes what public managers actually do in relation to elected officials, agency personnel, client groups, the press and the public, including attention to the value conflicts they confront and must resolve. Considers both classical and contemporary views and emerging issues. Introduces the student to the systematic analysis of government operations. (3-0-3)

#### **PA 502 Complex Organizations**

Analyzes how large public and non-profit administrative agencies are organized, led and managed. Examines relationships between the chief executive, line management operations and support staff. Considers relations between organization and its environment, the importance of interorganizational networks, and the role of power in organizational life. (3-0-3)

#### **PA 503 Administration Law**

Considers the role of statutes, case law and administrative law in the establishment, operation and control of public agencies. Examines how legislation and administrative procedures direct and constrain the exercise of discretion by public managers and how they ensure accountability and the fair treatment of the public. Prerequisite: PA 501. (3-0-3)

#### **PA 504 Social Psychology in Practice**

Surveys important insights from social psychology, which are then applied to everyday life and professional practice in different fields, such as management, science, medicine, politics, education, and business. Topics covered include social judgment, interpersonal processes, cultural misunderstand-

ings, group phenomena, persuasion, and leadership. In addition, the course examines the role of nonverbal signals in professional interaction and the effect of settings and spatial factors on human behavior. Part of the coursework is in the form of teamwork and team self-analysis. In addition to exams, there will be a group presentation as well as group and individual exercises, some in class. (3-0-3)

#### **PA 505 The Law and the Nonprofit Sector**

Exams local, state, and Federal law as it pertains to the nonprofit sector. This includes such things as the IRS, lobbying, human resources, property, and contracts. (3-0-3)

#### **PA 508 Seminar in Public Management**

Students attend lectures and make site visits to state and local agencies and governments, learning about special problems encountered by leadership for each agency and the solutions that the agencies have devised. Course offers students an opportunity to interact with a group of agency directors, public officials and staff about their experience, and solutions to common management problems. Students compare experience of local leaders with theoretical public administration material.

Prerequisite: PA 501 and permission of Program Director. (3-0-3)

#### **PA 509 Practicum in Policy Analysis**

A student project course that concludes the required core course sequence. Focuses on the analysis of a complex, real-world administrative or policy problem. Requires analyses of legal, financial, personnel, organizational and political aspects of this problem, followed by the preparation of a thorough written and oral report, including recommendations for action. Prerequisite: All other core courses. (3-0-3)

#### **PA 510 Managerial Communications**

Provides hands-on training and practice in the effective styles of writing and related communications skills needed by all public managers, including memoranda, letters and formal reports. Emphasis is placed on learning and practicing effective writing and communication related to real-world administrative and managerial situations relevant to the student's particular current or chosen professional position. (3-0-3)

#### **PA 513 Public Policy Analysis and Evaluation**

Explores techniques of policy analysis and program evaluation having practical application in such fields as transportation, education, housing, criminal justice and environmental quality. Includes those research and analytical methods most frequently applied in governmental decision-making. Prerequisite: PA 501. (3-0-3)

#### **PA 514 Government Management and Information Systems**

A practical introduction to database management programs. Demonstrates the use of a variety of other office automation software tools (including graphics, desktop publishing, telecommunications /file transfer, bibliographic text retrieval, computer-aided instruction, and expert systems). Considers issues relating to effective computer management, including computer ethics, security, needs assessment and training. Prior working knowledge of personal computer operating systems, word processing, and spreadsheet programs is needed. Prerequisite: PA 501. (3-0-3)

#### **PA 515 Organizational Communications**

This course is intended specifically for the Chinese students in the cohort MPA program. The course will focus on written and oral communications on topics pertinent to public administrators. The purpose of this

course is to support those international students whose English skills need strengthening to help them get the maximum benefit from their graduate MPA programs of study. (3-0-3)

**PA 522****Public Personnel Administration**

Reviews development of merit-based civil service, examining implications of political accountability, and patronage and professional responsibility. Considers personnel recruitment, examination and promotion procedures in light of collective bargaining, affirmative action, and employee productivity and performance evaluation. Prerequisite: PA 501. (3-0-3)

**PA 532****Principles and Practices of Public Finance**

A general review of public finance management. This course is designed to provide students with an understanding of the public finance environment and an opportunity to explore practical challenges in managing governmental resources. Includes basic accounting, analytical tools, budgeting, purchasing, and cash management. Examines the integrated role of the various finance functions. Prerequisite: PA 501. (3-0-3)

**PA 533****Advanced Financial Management**

An advanced course focusing on the application of techniques used by financial managers to evaluate government financial condition and performance. Students will conduct case studies in which they apply tools such as performance measurement, budget analysis, priority-setting and financial indicator analysis to evaluate core public financial documents including budgets, capital improvement plans and audited financial statements. Prerequisite: PA 532. (3-0-3)

**PA 534 Financial Management of Nonprofit Organizations:**

Nonprofits are businesses organized on many of the same principles as for-profits, but there are differences including financial reporting to boards of directors, donation accounting, reporting to government funding sources, tax reporting, and even investment strategies (for example program related investing). This course will equip a nonprofit manager to responsibly guide the complex financial life of a modern nonprofit. (3-0-3)

**PA 535****Resource Development in the Nonprofit Sector**

Provides insight and learning into fundraising, marketing, and strategic planning in the nonprofit sector. This course offers an in-depth look into finding and securing the resources necessary to the success of nonprofit organizations. (3-0-3)

**PA 537****Homeland Security/Crisis Management**

This course is taught by experts from various disciplines and provides a basic overview of homeland security including a brief history of terrorism. Specifically, the course is intended to provide the audience issues related to homeland security, awareness on the types of threats (damage to buildings, processing plants, public facilities, etc.) and the type of risks involved. Other relevant aspects include types of weapons used by modern terrorists; how one goes about estimating risk and threat to a facility; how buildings and people respond when subjected to blast and fires; the role of search and rescue operations; weapon effects; building security; facility analysis to identify vulnerable areas given a threat; procedures for minimizing vulnerability; effective fire safety; contingency plans, etc. At the conclusion of this course the student will know how to estimate the risk and threat to a given facility, prepare a basic security audit; develop a basic contingency plan, develop a passive/active security system for a given facility and develop post event search and rescue operations. (3-0-3)

**PA 538****Information Systems Security/Cyber-crime**

Provides an introduction to information systems security, an in depth review of topics in cyber-crime issues in the public safety field and identifies methods of preventing cyber-crime in organizations. It includes issues involved with policy and legal issues of enforcement of cyber-crime laws, as well as tools used for network security. (3-0-3)

**PA 539****Local Government Management**

Examines the governmental structure in which public safety administrators work and studies the interrelationship of public safety administrators with the rest of the organization. The leadership and management roles of public safety officials, finances and budgeting in local government, and ethics in the profession will be examined. (3-0-3)

**PA 542****Strategic Planning**

Designed to present practical, cost-effective techniques that can be used to make better decisions regarding the allocation of scarce resources. Includes problem identification, goal development, data needs and collection, generation of alternative solutions, projecting impacts, goals-oriented evaluation and strategies for implementation. Prerequisite: PA 501. (3-0-3)

**PA 543****Public Policy, Nonprofits, and Philanthropy**

Examines the long history of charitable giving across the globe, with special emphasis on the United States. In particular this course will focus on the philosophical roots of philanthropy, organized giving, and the role philanthropy has played in the development of modern public policy, as it pertains to health and human services. (3-0-3)

## Graduate Program in Public Administration

### **PA 551**

#### **Public Infrastructure Management**

Considers the status and operation of public infrastructure facilities in the United States generally and in the Chicago metropolitan area, with particular attention to the responsibilities and roles of the public works manager. Explores the relationships between the engineering, administrative and political aspects of public works management. Focuses on critical infrastructure issues through case studies. (3-0-3)

### **PA 552**

#### **Human Services Policy and Administration**

Examines the major issue associated with the administration and operation of social welfare and health services in the United States by governments and nonprofit organizations. Designed for students who work in such agencies and for those who have regular contact with them or their clientele. Structure, funding, staffing and other operating characteristics are examined. (3-0-3)

### **PA 553**

#### **Public Safety Administration**

Deals with contemporary public safety and security management in communities for public safety professionals, public administrators and law enforcement officials who deal with public safety issues, existing in post-9/11 American society. Examines the relationship between police/public safety policy, operations and administration. Addresses various current problems and issues through case studies. Focuses mainly on the City of Chicago and surrounding metropolitan area. (3-0-3)

### **PA 555**

#### **Introduction to Urban and Regional Planning**

Governmental and private sector activities that influence the maintenance and development of the built environment. Students learn both quantitative and qualitative analysis and are introduced to planning systems incorporating fiscal analysis, social analysis, transportation analysis, demographic and economic analysis. They will also learn about

various processes providing participation and citizen input to the development of plans for the built environment. Regulatory tools covered include zoning, comprehensive plans, neighborhood planning and subdivision regulation. (3-0-3)

### **PA 556**

#### **Tools of Government**

In the United States, an increasing proportion of the goods and services traditionally provided by governmental employees in the context of a governmental bureaucracy are now provided by outside contractors, or through indirect means such as social, economic regulation, tax policy, loan guarantees, vouchers, and manipulation of incentives for the private sector. This course is intended to provide students with an understanding of various tools used by governments throughout the West as the traditional rule based bureaucracy is replaced by other types of institutions and other means to provide goods and services traditionally provided by government. (3-0-3)

### **PA 557**

#### **Urban and Regional Development**

Covers materials on infrastructure management, and the interrelationship of infrastructure management to urban and regional development. The course acquaints students with the increasing role of the private sector in infrastructure maintenance, development, and management. Students learn various analytic techniques useful for officials responsible for urban and regional development (including development of new infrastructure) and for the continuing maintenance and management of existing infrastructure. Students learn analytic techniques relating to management and planning. (3-0-3)

### **PA 558**

#### **Energy and Environmental Policy**

Places energy and environmental policy in domestic and global contexts. Traces the economic and political implications of dependence on fossil fuels and the attempt to develop alternate energy sources and promote conservation. Assesses the environmental effects of resource

consumption and the effort to control these effects by increased efficiency and regulation of pollution. Explores such problems such as nuclear waste, acid rain, global warming, and deforestation. Examines national and international attempts at economic, political, and technological solutions. (3-0-3)

### **PA 559**

#### **Issues in Globalization**

Globalization has become a powerful buzzword in social science and in popular discourse. This course utilizes a sociological perspective to examine the economic, socio-political, and cultural aspects of globalization within the context of contemporary debates about the phenomenon. (3-0-3)

### **PA 560 Political Economy**

An introduction to political economy exploring the relationship between economy and government or political system. Role of the state, role of the market, impact of the economic ideologies on political and economic systems will be examined. Structure of political and economic interests and the mediating effects of institutions on political and economic outcomes will be examined. Normative issues connected to ideal political and economic institutions and appropriate political and economic institutions and outcomes will be examined. (3-0-3)

### **PA 561**

#### **The Political Process and Administration**

Addresses the relation between democratic institutions and processes of American politics and the administrative agencies of government. Examines obligations of citizenship, influence of private interests on public purposes, and effects of demographic, economic and technological change on self-government. (3-0-3)

**PA 562****Urban and Metropolitan Government**

Analyzes the decision-making process in urban and metropolitan governments. Emphasizes the role of elected and appointed officials, business, organized labor, community organizations and the electorate. Also focuses on the major problems of city-suburban relations. (3-0-3)

**PA 565****The Nonprofit Sector**

Considers the role played by the nonprofit sector in the larger American society and economy. Topics include major organizational forms, financial management, human resource policies, leadership, board-executive relations, and private-public connections. (3-0-3)

**PA 566****Nonprofits and the Public Sector**

Provides an overview of the complex and important relationship between government and non-profits. This course includes a review of the history, funding schemes, the differences between grant and contract funding, recent trends, and much more. (3-0-3)

**PA 567****Regulatory Policy and Politics**

Examines the changing role of government regulation of private and public activities from a political and administrative perspective. Explores the reasons for growth and reform of economic and social regulation. Investigates the regulatory process, including standards for rule-making and the involvement of organized groups and the courts. (3-0-3)

**PA 568****Seminar on International Business and Government**

The course provides public sector managers a foundation for understanding key marketing and strategy topics from a private sector managers' perspective, so that public sector managers gain perspective into the private sector decision-making process in a globalizing environment. The course traces and compares the evolution of industrial systems in different countries, and the role of public policy in emerging industrial clusters in an international context. The underlying forces driving the development and internationalization of business systems will be explored, and the implications for corporate and public policy makers will be emphasized. (3-0-3)

**PA 577****Topics in Public Management**

A reading and seminar course on a contemporary topic in public administration or policy. Subject matter will change in successive offerings of the course. May be taken more than once. (Credit: Variable)

**PA 579****Ethics & Professional Responsibility in Public Service**

Focuses on the ethical problems and issues faced by individuals in public service organizations. Examines questions related to corruption, abuse of power, financial impropriety, ethics codes and standards in government and professional fields, whistle-blowing, and many other topics related to front-page concerns and individual problems of conscience and judgment. Traces the growth of concern about the standards of ethical behavior in government in the U.S. (3-0-3)

**PA 590****Internship in Public Administration**

Supervised practical experience in public administration. May be taken only by students lacking extensive work experience in governmental administration. Prerequisites: PA 501 and departmental permission. (Credit: Variable)

**PA 592****Directed Readings in Public Administration**

Consists of independent reading and analysis centered on particular problems and supervised by a member of the public administration faculty. Prerequisite: Instructor's consent. (Credit: Variable)

**PA 597****Special Problems**

Subject matter will vary with the interests and background of the students and the instructor. May be taken more than once. (Credit: Maximum of six hours)

**PA 600****Continuation of Residence.**

(0-0-1)