

**BOWIE STATE UNIVERSITY
COLLEGE OF BUSINESS
DEPARTMENT OF MANAGEMENT, MARKETING
AND PUBLIC ADMINISTRATION (MMPA)**

STUDENT GUIDE

**MASTER OF PUBLIC ADMINISTRATION
DEGREE**

FEBUARY 2011

On behalf of the public administration and management faculty and administrative staff of the Department of Management, Marketing and Public Administration (MMPA), we wish to welcome you to the graduate program. The Master of Public Administration (MPA) degree program was fully inaugurated in the fall semester of 2003. We are proud of the success that many of our graduates have achieved as a result of their completion of this particular graduate program. MPA courses are offered on our Bowie State University campus. We are proud members of the National Association of Schools of Public Affairs and Administration (NASPAA) which is the accrediting body for the MPA degree program. The graduate program in public administration is currently in the accreditation process by NASPAA.

The Department of Management, Marketing and Public Administration (MMPA) comes under the College of Business which is located in the Center for Business and Graduate Studies (CBGS). The class rooms are modern and they are equipped with all of the appropriate technology that is designed to enhance learning.

Please be assured that we are always available to advise you concerning your academic programming even though your Program of Study is very straightforward and to the point.

The MMPA departmental office is located in Room 2323 CBGS. Our office hours are 8:30 a.m. until 5:00 p.m., Monday through Friday. The MPA Coordinator serve as advisor at the beginning of your first semester of course work. Your Program of Study should be completed during your first semester of course work. You may reach us at 301-860-3623. Ms. Lutrina Frazier is the Administrative Assistant for MMPA.

We urge you to visit the Bowie State University website on a regular basis www.bowiestate.edu There you will find a site map of the campus as well as numerous other resources, such as the course offerings in your academic area of concentration; your semester grades, academic progress report and numerous other resources. The MMPA department also has a website under the College of Business with links to other information of interest to you.

We are proud of the professional and intellectual backgrounds of the professors who will be teaching you. A number of them have served in upper level management positions in the public and nonprofit sectors prior to joining the public administration faculty.

Again, welcome to Bowie State University, the College of Business and MMPA. We sincerely hope that your graduate education is a life changing learning experience that challenges your intellect. We are delighted that you chose our MPA program.

Marion Hopkins Harris, DPA
Chairperson/Professor
Department of Management,
Marketing and Public Administration
(MMPA)

INTRODUCTION

The purpose of this guide is to provide general information and assistance to graduate students who are enrolled in the Master of Public Administration degree program. The intent here is to attempt to answer the most frequently asked questions you may have concerning admission policies and academic requirements set forth by the Department of Management, Marketing and Public Administration (MMPA) and the Office of Graduate Studies. Ms. Cheryl Jones-McLeod, MPA, serves as assistant the Chairperson, MMPA.

The Office of Graduate Studies operates under the direction of the Provost/Vice President for Academic Affairs. The Dean, office of Graduate Studies and Research is located in Room 1312, Center for Business and Graduate Studies (CBGS). Staff in the Office of Graduate Studies can be reached by telephone at 301-860-3407. Dr. Cosmas Nwokefor serves as Acting Dean for Graduate Studies and Research. He is also located in Room 1312, CBGS and he can be contacted at cnwokefor@bowiestate.edu. That office manages the comprehensive examination process. Dr. Mathias Mbah is the point of contact for a variety of questions you may have concerning the comprehensive examination and University graduate policies and procedures not covered in this guide. He can be emailed at mmbah@bowiestate.edu.

Please make a special note that the information we have developed for you in this guide does not supersede the academic policies and procedures found in either a handbook or procedures set forth for graduate education by the Office of Graduate Studies.

Even though our intent in preparing this MPA guide is to answer those questions which are most frequently asked by graduate students, you may also seek guidance and assistance from your assigned advisor. Nevertheless, we urge you to keep this guide accessible to you at all times throughout your course work with us.

If you have specific questions concerning your academic progress report, admission requirements, transcripts and the like, please contact Ms. Angela Isaac in the graduate admissions office. She or someone from that staff will be able to answer any questions you may have concerning those matters. Ms. Isaac can be reached at 301-860-3447 or aisaac@bowiestate.edu. Mr. Sam Yego may also be contacted in that office to answer questions about graduate admissions. He can be reached at 301-860-3288, syego@bowiestate.edu.

We are also available to you through our administrative assistant can be reached at 301-860-3623 or cjonesmcleod@bowiestate.edu. The Chairperson, MMPA, can also be reached via email at mhharris@bowiestate.edu.

As you can see, there are numerous resources available to you to answer various types of special questions you may have. Not to mention the fact that the BSU Website Bull Dog

connection has most of the information you will need concerning registration, a transcript of your academic progress, GPA and numerous other types of information that may be relevant for you as a student at this institution. Be sure you memorize your student number because you will need it for most transactions with the University including the internet.

We recognize that phone numbers may change and people may change positions. If that should occur, you should be able to contact the appropriate office by checking the online telephone directory which is on the BSU Website: www.bowiestate.edu.

GENERAL INFORMATION

MMPA participates in reviewing applications is part of the processing of students for admission to graduate programs. However, all matters related to the admission of students to the MPA program should be directed to the graduate admissions office in Room 1400 of the Henry Administration Building. You may also contact Ms. Angela Isaac at aisaac@bowiestate.edu or syego@bowiestate.edu. Someone from that staff will be available to answer questions about admission procedures and transcripts. Transfer credits, registration forms for admittance to course work, drop/add slips, oversubscribe forms, and the like, are available in the Office of Admissions or Registrar's office. Both offices are located on the first floor of the Henry Administration Building. We require that you have available a copy of your academic requirements report and your graduate program plan with you when meeting with your graduate advisor /program coordinator. Your program plan is discussed later in this guide in greater detail. The academic requirements report is available to you online through the Bull Dog connection.

All students are assigned an identification number. Again, we urge you to memorize that number. Most of the business you conduct with this institution relative to your course work will require that you present your student identification number.

Please contact Ms. Greely, the MMPA Administrative Assistant for the name of your advisor. That individual will work with you in preparing the academic Program of Study and any other matters related to your course work. Please remember that your Program of Study is your learning contract with the University. Consequently, it must be fully executed and approved by all levels up to the Office of Graduate Studies and Research. We urge you to maintain a file of your Program of Study and all written arrangements you have with this University. The Chairperson of the Department of Management, Marketing and Public Administration (MMPA) will also be available to assist graduate students in the absence of their adviser.

Graduate Admission Requirements

The requirements set for by the Maryland Higher Education Commission (MHEC) require that applicants to graduate programs must hold a bachelor's degree from a regionally accredited institution, and they must have a cumulative grade point average of 2.5 or better (on a 4.0 scale).

Typically, students who apply to the MPA program ought to have received their undergraduate degree in either a business discipline or the social sciences. Applicants from unrelated disciplines will be reviewed for conditional admission on a case-by-case basis. Applicants who do not have the required prerequisites will be admitted on a conditional basis until the required undergraduate prerequisites have been met. It is important to note that students must take their prerequisites prior to taking graduate courses. Exceptions would be if the course is not being offered at the time the student is conditionally admitted. Under the circumstances, the student must request permission from the advisor with approval by the Chairperson to take a first semester core course. Students will not be allowed to graduate until those prerequisites have been completed.

Applicants who have admissions material outstanding may be granted *provisional* admission if it is determined that he/she meets the admissions requirements for the graduate degree program. In instances such as this, full admission will be granted upon receipt of missing or incomplete admissions material by the Office of Graduate Admissions that satisfies the admissions requirements for the masters program. This determination will be made by the degree program or its designee. If the provisionally admitted student does not have missing or incomplete admissions material submitted by the last day of classes of the semester in which provisional admission was made, that particular category of student will not be allowed to continue in the graduate degree program.

Please be aware that program requirements for admission vary by program and/or academic department within the various professional schools.

We direct you to the Office of Admissions for answers to any questions you may have concerning residency requirements for tuition waivers, Henry Administration Building.

Transfer Credits

The MPA program will accept the transfer of six credits at the time of admission to the program. Graduate credits from other institutions are transferable under the following conditions:

1. Courses accepted for transfer must have been earned at a college or university that is accredited by a regional accrediting body authorized by the U. S. Department of Education.
2. Courses for transfer have to be designated as graduate level courses by the institution at which it was taken. Courses offered as a workshop or as continuing

education at other institutions and are not designated as a graduate level course and are not acceptable for transfer.

3. The courses for which transfer is sought must have been completed with a grade of “B” or better and must be relevant to courses and degree requirements offered in the degree program to be pursued by the student. A course accepted for transfer credit *can only be viable for use to satisfy program requirements seven years from the date of completion*. The seven years will include the date on which the masters degree program in which the student enrolls at BSU will be completed.
In the case of the MPA or MBA programs, the decision on the transferability of a course is made by the Program Coordinator or the Chair, MMPA.
4. Transfer of credits into a degree program may not be used to offset required practicum or seminar courses.
5. Credits used to satisfy the requirements for one master’s degree *may not be used* to meet the requirements of another master’s degree.
6. Credits are not to be used for two degrees at either the graduate or undergraduate levels.

Procedure for Transferring Credits

- I. Submit the following to the graduate program coordinator:
 - A. copy of the course description of course to be transferred into Bowie State University;
 - B. Official copy of transcript from institution at which the course was taken showing the final grade earned in the course.
- II. The graduate student’s MPA program coordinator will review the course description to determine if it will satisfy requirements of the degree program and fall within the number of credits allowed for the transfer.
- III. The program coordinator/advisor will include the course on the student’s Program of Study if the determination is made at the time the student is starting the program. If a Program of Study has been completed and accepted by the Office of Graduate Studies, then a **Change of Program** form will be used to accept and Show that the transferred course has been approved.

IV. To accept a course for transfer taken after a student has begun the degree program, the student must get prior approval from the program coordinator or Chair, MMPA, using the *Request for Permission to Take a course at another College/University form*. The completed form must be approved by the Chair, MMPA . The approved form will be submitted to the Office of the Registrar for placement in the student's file. In the instance, the approved form will serve in place of a *Change of Program form*.

GRADUATE REGISTRATION

Students admitted to the MPA program will be permitted to register for classes during the regular registration period. Students may access the Bowie State University website for additional information concerning registration.

Conditionally admitted students may register through the Office of Graduate Admissions for a maximum of nine credit hours of graduate study. Upon attainment of nine credit hours with a cumulative grade point average of 3.0 or better, the conditional admission may be removed and regular admission granted.

If there is a "HOLD" on your academic records, you must consult with your advisor/program coordinator to have it removed before you can register for classes. Typically, "HOLDS" are placed on your records in instances where you have not seen an advisor; have an outstanding balance on your account; academic probation; or other related restrictions. Under these circumstances, you will not be able to register until the "HOLD" is removed. Only your advisor/program coordinator or the department chair can remove a "HOLD" on your student account.

Typically, there is always a faculty advisor available to remove a hold during our official hours of operation, *provided* you present them with a copy of your *Academic Requirements Report (ARR)*. That report can be printed from the BSU website through your Bull Dog connection.

All MPA students must complete a **Program of Study** at the beginning of their first semester of course work in the MPA program. We cannot overemphasize the fact that the Program of Study is a critical document for the graduate student because it clearly identifies your course requirements leading to the Master of Public Administration degree. It is your official learning contract with the University.

We urge you to track your academic performance by reviewing the Academic Requirements Report at the end of each semester. That report can be retrieved from your Bull Dog connection.

CONTINUOUS ENROLLMENT

Should there be a lapse of two academic semesters, excluding summer school or the mini-semester, during which graduate courses are not taken, the student must file a ***Readmission Application***. Readmit applications may be secured from the BSU website or the Office of Graduate Admissions. The readmit application should be submitted at least two weeks prior to registration. Readmissions processed only at the beginning of the semester. Students returning to school during the second eight-week session must also submit the Readmission Application at the beginning of the semester.

Students who wish to withdraw from the MPA program in good standing should request the appropriate form from the Office of the Registrar. MMPA does not process withdrawals while in good standing.

ADMISSION OF INTERNATIONAL STUDENTS

In accordance with the requirements of the Office of Graduate Studies, admission to the graduate programs in the College of Business may be granted to international students whose academic and personal qualifications promote success in a graduate program of study. Applicants under this category must hold the equivalent of a four-year U.S. bachelor's degree and a grade point average equivalent to a 2.5 or better on a 4.0 scale. International students are expected to read, speak, understand and write English fluently. Applicants whose native language is not English must submit results of the ***Test of English as a Foreign Language (TOEFL)*** with a minimum score of 550 (213 computer-based), and ***Test of Written English (TWE)*** with a minimum score of 4.0. Students who have completed two full academic years of study at an accredited U. S. institution of higher education, with a minimum of 18 credits completed with a grade of "B" or higher may have the TOEFL requirement waived.

International students applying to the graduate programs must submit the following information to the Office of Graduate Admissions:

1. Applicants are required to submit an Application for Admission along with a non-refundable application fee. The University is able to accept only U.S. currency.
2. An official copy of the undergraduate transcript indicating type of degree (BA or BS) and a notarized translation of their transcript if is not in English. The Office of Graduate Studies require applicants to submit their transcript(s) to an official evaluation center at the applicant's expense for a course by course review. The University will provide the names and contact information of evaluation services.
3. A notarized statement (Affidavit of Support) indicating the sponsor's willingness and ability to provide full financial support for the student. The I-20 AB will

indicate the estimated annual educational expenses. The estimated annual cost of education will be established each year and will be available in the Office of Admissions or the BSU website. MMPA is not a repository for that information.

4. A statement from the sponsor's bank indicating current balance sufficient enough to carry out sponsorship for one academic year is required. Students may also sponsor themselves by submitting their personal bank statement indicating sufficient funding, along with a letter to the University indicating the self-sponsorship. Affidavits of support as well as bank statements must not be older than six months.

Non-native speakers of English will be required to meet with a graduate school advisor prior to enrolling in any graduate courses.

After receipt of the required documents and after clearance by the International Student Advisor, the Office of Graduate Studies will make an admission decision. If accepted to the graduate program, an SEVIS (Student and Exchange Visitor Information System) I-20 (*Certificate of Eligibility for Non-immigrant F-1 Status*) will be issued. A student visa may be obtained by presenting a payment receipt for the SEVIS I-20, along with the SEVIS I-20 and documentary evidence of financial support to the U. S. Embassy in the student's native country. Information concerning the SEVIS I-20 fee can be found at www.fmjfee.com. Please note that F-1 students must attend school full-time.

Registration for nine credit hours is considered full-time enrollment at the graduate level.

F-1 students are not eligible for state or federal financial support, including scholarship, grants, and fellowships. The applicants must rely fully on private sponsors (family, friends, etc.) or on personal sources of income.

To ensure adequate time for admission review, applicants inside the U. S. must apply four months before the application deadline. Applicants outside the U. S. must apply ten months prior to the date of entry to allow time for the exchange of correspondence, evaluation of all necessary documents and the settling of financial, immigration and housing matters.

Applicants may contact the International Student Advisor (301) 860-3830 or the Office of Graduate Admissions, Room 1400 Henry Administration Building, 301-860-3448.

STUDENTS WITH DISABILITIES

Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) mandate that postsecondary institutions make their programs accessible to students with physical and learning disabilities. Program accessibility refers not only to architectural accessibility, but also to adaptations and special arrangements in the classroom for physically and learning disabled students. Since there are many different types and degrees of disabling conditions, and since each student is affected differently

by his or her disability, such adaptations and special arrangements must be determined on a case-by-case basis.

The Department of Management, Marketing and Public Administration (MMPA) is not involved in making any type of special arrangements for the disabled. Services are available for students who may require special services in the classroom and library and/or special equipment. **CONTACT:** The Office of Special Populations at (301) 860-3286.

Veterans Benefits

Veterans follow the same procedure in paying bills as do other students. The Veterans Administration makes reimbursements after students have registered for courses. Veterans claiming benefits must have an approved program to be eligible for benefits.

Listed below is a summary of Bowie State University's credits and training time for graduate veterans/dependents.

9 credits	Full time
6-5 credits	$\frac{3}{4}$ time
3-5 credits	$\frac{1}{2}$ time
1-2 credits	$\frac{1}{4}$ time

Course work will be adjusted for accelerated sessions (i.e., summer school, mini-semester).

COURSE AUDITS

Courses may be audited by registering and paying the regular class fee. Auditing students are not required to take examinations or to meet any of the course requirements as laid out in the syllabus. It is important to note that students who register for audit cannot then change to credit status.

INDEPENDENT STUDY

MMPA does not encourage independent study in lieu of the course work. Faculty must agree to the independent study. However, they are not required to direct this type of research. It is left to the discretion of the faculty member. Students who desire a course as an independent study must secure an ***Independent Study Request Form*** from the Department of Management, Marketing and Public Administration (MMPA). The completed form must be returned to that office once it is completed by the professor who is supervising the independent study. The requirements for the experience shall be specified in writing and a course syllabus must be included in the request. The student must satisfy all requirements normally demanded in a regular semester. The Independent Study Request form constitutes your learning contract with the professor. Student may

then register for PUAD 525 Specialized Independent Study, with approval of the Dean of the College of Business.

Please be mindful of the fact that independent study requests are typically agreed to and approved under special circumstances by the Chair, MMPA. This is purely a service MMPA provides when there is agreement among all parties that this method is an appropriate course of action.

In submitting the final grade for the semester, the professor shall include the results of all learning/testing products that were required for the course. ***MPA students are limited to a maximum of three credit hours as an independent study method of learning.***

A copy of the independent study form will be placed in the student's permanent file in MMPA and the will be kept on file in the Office of Graduate Studies and Research; the faculty advisor will keep a copy, and the student will retain a copy.

MPA Degree Requirements

Graduate Comprehensive Qualifying Examination

Candidates for the Master of Public Administration (MPA) degree must pass a written comprehensive examination. The Office of Graduate Studies and Research is responsible for administering the comprehensive examination and for maintain those files. The comprehensive examination for the MPA program is offered in the fall and spring of each academic year.

The comprehensive examination ***may not*** be taken until the following requirements are met:

1. Complete 18-24 credit hours with a 3.25 average or better.
2. Student must have completed: Qualitative Research: PUAD 502, Public Policy Analysis, PUAD 630 and Organization Behavior, MGMT 511.
3. Completed application for Advancement to Candidacy must be submitted to the Registrar's office prior to applying to sit for the comprehensive examination.

Students must contact Ms. Elaine Gunter, 301-860-3407, in order to apply for Advancement to Candidacy and to register for the Comprehensive Examination. Ms. Gunter is located on the 1312 Center for Business and Graduate Studies.

MPA students are required to write comprehensive examinations covering the following academic domains:

- **Qualitative Research Methods**
- **Public Policy Analysis**
- **Organization Behavior.**

There are no exceptions to this requirement.

The Office of Graduate Studies and Research allows students to take the written comprehensive examination **twice**. In the event that a student fails the examination twice, he/she may take it a third and **final** time after the student has:

1. Met with his/her advisor to develop a plan to prepare the student for re-taking the examination, and
2. Student has completed the prescribed plan to the satisfaction of the advisor.

The tutorial plan will be submitted to the Office of Graduate Studies on the ***Focused Plan of Study Form*** once the student and advisor agree to a plan. The form will be signed by the advisor and submitted to the Office of Graduate Studies and Research when the terms set forth in the plan have been satisfied. This signifies that the advisor believes the student is now ready to take the comprehensive examination.

It should be noted, however, that completion of the Focused Plan of Study Form and tutorial support from the advisor in ***no guarantee*** of a successful outcome for the student when retaking the comprehensive examination. The plan only provides an opportunity for the student to review course work in the designated academic disciplines under the supervision of a faculty member who typically teaches in the respected areas in which the student will be tested.

The student's advisor/tutor will notify the Office of Graduates Studies and Research in writing when the student is prepared to take the comprehensive examination for the third and final time.

ADVISEMENT

At the time of formal admittance to the Master of Public Administration degree program, the Program Coordinator assigns an Advisor for each student—within their respective areas of concentration. Advisors are available to assist students in the development of their programs of study and to answer questions regarding areas of concentration and course offerings. As previously mentioned, students are encouraged to review their academic progress reports online every semester, and they should have a current copy when requesting advisement. Students are encouraged to use the Bowie State University

website in order to review semester course offerings, semester start dates, and online registration procedures.

Student must see the Advisor prior to completing registration in order to have the advisement hold removed from the student's online file.

To the extent possible, students are encouraged to register early so as to assure a place in class. Questions concerning graduate records and admissions should be directed to the Graduate Registrar's Office. **CONTACT:** Angela Isaac or Samuel Yego, 301-860-3447, aisaac@bowiestate.edu syego@bowiestate.edu. Routine registration matters should be directed to Herbert Mills or Peggy Mitchell, Registrar: hmills@bowiestate.edu hmills@bowiestate.edu.

CLASSROOM ATTENDANCE AND PARTICIPATION

Graduate students are expected to behave responsibly and professionally with respect to attendance, promptness and participation.

Students are expected to attend every session for which the course is scheduled unless otherwise agreed upon by the professor and the student.

Students are expected to attend class on time. Those who are absent from class more than three times may jeopardize their grade and even be dropped from the class *unless* previous arrangements have been approved by the professor.

Students who leave class early without approval from the professor may be marked absent or late for that particular class period. Check the Graduate School Catalog for more information.

WRITING STANDARDS

Effective managers and leaders are also effective communicators. Written communication is an important element of the total communication process. The MPA faculty expects exemplary writing to be the norm for course work. To this end, all papers, individual and group, must demonstrate graduate level writing ability and comply with the format requirements of either the APA Manual or Kate Turrabian's manual for writing theses and dissertations.

LEARNING GOALS

In the Master of Public Administration Program, graduates of the college should be able to:

Understand the political, economic, and social context of public administration.
Conceptualize a complex issue into a coherent, persuasive written statement or oral

presentation. Graduates should understand the importance of effective communication in an organization. They should be able to develop well-written, persuasive business reports, memos, and letters; to make effective oral presentations; and to explain and interpret findings and conclusions, justify a conclusion or recommendation, and organize ideas into a coherent train of thought.

Acquire and use analytical tools and skills for evaluating information, solving problems, and making sound decisions. Graduates should be able to carefully and logically analyze information, problems, and ideas from multiple perspectives. These critical, reasoning, and reflective skills may be demonstrated by the ability of students to analyze complex issues and make informed decisions; synthesize information in order to arrive at reasoned conclusions; evaluate the logic, validity, and relevance of data; use knowledge and understanding to generate and explore new questions; solve challenging problems that arise within an organization.

Acquire and use the skills needed for effective teamwork and understand the importance of group dynamics in achieving organizational goals. Graduates should appreciate the need for effective group consultation and teamwork, within diverse and cross-functional environments, in accomplishing organizational goals. They should develop the skills needed to work productively in organizational teams.

Recognize and apply general concepts of ethical behavior in dealing with various stakeholders. Graduates should develop or enhance their ethical framework and respect the ethical foundations of diverse populations. They should be able to recognize when they face an ethical dilemma and to apply one of several evaluative frameworks to form a personal standard for dealing with the dilemma.

Understand the importance of culture and diversity to organizations. Graduates should comprehend the nature and significance of differences in individuals and groups based on their culture, ethnicity, religion, and other background factors. They should understand the impact of globalism and multiculturalism on business organizations.

ACADEMIC INTEGRITY

Mainstream thinking is that plagiarism is the intentional or unintentional presentation of another person's idea or product as one's own. Plagiarism includes, but is not limited to the following: copying verbatim all or a part of another's written work without acknowledging that author; using phrases, charts, figures, illustrations, or mathematical or scientific solutions without citing the source; paraphrasing ideas, conclusions, or research without citing the source; and using all or part of a literary plot, poem, film, musical score, or other artistic product without attributing the work to its creator.

Students can avoid unintentional plagiarism by applying carefully accepted scholarly practices. Notes taken for papers and research projects would accurately record sources

of material to be cited, quoted, paraphrased, or summarized, and papers should acknowledge these sources in either the text or footnotes.

Ultimately, there are serious consequences for plagiarism which may include a zero or a grade of F on the work in question, a grade of F in the course, suspension with a file letter, suspension with a transcript notation, or expulsion. Final decision on these choices is with the Dean, School of Business and the Provost/Vice President for Academic Affairs.

HOW TO CONTACT PROFESSORS

All of the professors in this Department are on “Voice Mail.” You may contact them by calling directly to their phone lines. Professors hold regularly scheduled office hours which are posted on their office doors each semester. However, if the matter you wish to discuss is urgent, you may call Ms. Greely, 301-860-3623, or visit the Department’s business office which is located in Room 2323 CBGS

Please do not call professors at their homes unless they have given you permission to do so.

USE OF AUDIO AND VIDEO EQUIPMENT FOR CLASSROOM PRESENTATION

Professors are not responsible for making arrangements for any type of equipment for use by students in classroom presentations, e.g., video cameras, VCR’s audio tapes, etc. UNLESS it is a part of the course requirement. In which case, most technology applications are now available in the class room.

Even though most video presentations can now be done on the computer. For equipment such as TV videos, students may borrow this type of equipment from the Media Operations Office. Students must sign for the equipment, and they will be held responsible for it. **CONTACT:** Mrs. Vera Chesley, 301-860-3901.

GRADUATE ASSISTANTSHIPS

Students who are interested in graduate assistantships may get an application from Ms. Greely, MMPA business office and then submit it to Dr. Mathias Mbah, Assistant Dean, Office of Graduate Studies and Research. **CONTACT:** Stephany Keys, 301-860-3406.

GRADUATE COOPERATIVE EDUCATION

Currently, the MPA program does not offer cooperative credit for its students. However, the University has numerous cooperative education program agreements with Federal agencies through the Office of Cooperative Education. MMPA cooperates with

the Office of Cooperative Education in identifying MPA students for opportunities such as these. These organizations include FDIC, EPA, Secret Service, Bureau of Land Management (Department of Interior), Social Security Administration, and the Naval Management Career Center. In addition, BSU may arrange for coop agreements with Federal agencies when none currently exists. Coop agreements also exist with a number of private organizations such as D.C. Cablevision, General Furniture Leasing, McDonalds Corporation, UPS, FEDEX - as well as positions in computer science with various organizations. The Office of Cooperative Education also sponsors an annual career fair where representatives from numerous organizations are available to pursue employment opportunities

Students working under an agreement may be part-time or full-time, including summer.
CONTACT: Ms. Dale O'Neal, 301-860-8328.

**SECTION III - 2.41 - POLICY ON GRADUATE STUDENT INTER-
INSTITUTIONAL REGISTRATION - UNIVERSITY OF MARYLAND SYSTEM
BY LAWS, POLICIES AND PROCEDURES**

General Procedures

According to UMS policy, courses taken at other institutions should be used to augment the home campus. If a major portion of the program a student wants is not given at the home institution, then students are urged to transfer to an institution which offers the program. However, there are a number of conditions under which graduate students may take courses at other UMS institutions, and they are as follows:

- (1) Graduate students attending one UMS institution may avail themselves of course offerings, research facilities, and special faculty competencies at other System institutions. In the case of the Master of Public Administration degree, students are only allowed to **transfer in six** credits from another institution at the time they are admitted to the program with few exceptions.
- (2) In granting permission to pursue this opportunity, the Department Chairperson has to consider a number of factors. For example, these factors might include, but are not limited to the following:

Unavailability of a similar or comparable course at the home institution within a reasonable timeframe to allow the student to graduate on time **because** the student is being reassigned due to a military transfer; extended national guard duty; taking a position in another state; or being reassigned to another state by the current employer. Here, convenience is not to be viewed as an adequate justification. Further, the appropriate documentation must be provided.

The host institution will provide, on a space available basis, access to courses, seminars, and research facilities. Use of the libraries, parking facilities, and emergency health care at other System institutions are typically on the same terms on which they are offered to graduate students at BSU. **CONTACT:** Office of Graduate Studies 301-860-3406.

Criteria for Admittance to the
Host Institution

- A. Degree-seeking graduate students in good academic standing in University System of Maryland graduate programs at are eligible to participate.
- B. Students must request the appropriate form from the MMPA office in 2323 CBGS.
- C. Participation must be approved by the Department Chairperson and the appropriate authority at the host institution. Actual registration is on a “seats available basis.” Consequently, contact should be made with the appropriate Department or program well in advance to determine availability of space in the course and the existence of particular prerequisites.
- D. Inter-institutional students shall pay all tuition for courses taken at a host institution directly to BSU in accordance with existing policies provided the course is taken at a USM institution.
- E. All credits and grades earned by participating students at a host institution are defined as resident credit by BSU and will be entered on the academic record of the student, according to USM policy.

COURSE TAKEN AT INSTITUTIONS OUTSIDE UMS

This Department will accept up to six credits of coursework from institutions outside the University of System of Maryland at the time the student is admitted to the MPA program **except** under the special circumstances that are described above. The appropriate forms are available in the Office of Graduate Studies, Room 1312 CBGS and MMPA department office, 2323 CBGS. The completed form must have the Program Coordinator’s signature, and a copy of the course description must be attached to it. The Acting Dean, Office of Graduate Studies and Research will then sign the request. **CONTACT:** Office of Graduate Studies, 301-860-3406.

OUTSTANDING TUITION PAYMENTS

We wish to remind students that if you have not paid your tuition at the time grades are submitted, you will not receive a grade. The Registrar will not allow you to register if you have not done so. It is, therefore, the student’s responsibility to see to it that the appropriate procedures are followed to ensure that a grade is entered on the permanent

record. As previously mentioned, you should check your academic progress report which is online regularly. **CONTACT:** Terrayne Pittman, Bursar, 301-860-3489

SCHOOL CLOSINGS

The University has established a system of notification to all students and faculty in the event of an emergency, school closings, and the like. It is the Bowie State University Electronic Emergency System (**BEES**) which is posted on the BSU Website.. Also known as eCampus, this system will notify you via your cell phone or email in the event of a school closing or some other emergency. We urge you to register your cell phone and email addresses at the University's website. Simply enter BEES as you search item and all of the instructions will follow.

Another source of notification of school closings is the BSU operator. Under usual circumstances 301-860-4000 will also inform you of school closings.

The University also notifies the following news media for announcement of unscheduled school closings under emergency conditions:

WMAV-FM (BALTIMORE)
WCBM-AM 680 (BALTIMORE)
WPOC-FM 93.1 (BALITMORE)
WLIF-FM 101.9 (BALTIMORE)
B104-FM 104.3 (BALTIMORE)
WTOP-FM 102.3 (WASHINGTON)
WMAL-AM 63 (WASHINGTON)
WDVM-TV Channel 9 (WASHINGTON)
Channel 7 (WASHINGTON)

All students should memorize the number for Campus Public Safety. Our campus police are on duty 24-7 to respond to your needs.

CONTACT: Public Safety, 301-860-4040

THE PROGRAM OF STUDY

Master of Public Administration Degree

The pedagogy undergirding the MPA degree is directed toward preparing students for leadership roles in management positions in the public and nonprofit sectors. The program is designed to enhance the career goals of entry to middle level professionals. Thus, the overarching goal of the program is to develop skills in critical thinking, social research, public policy and research, human resources and organizational management in public and nonprofit agencies. Students also develop skills in both formative and summative evaluation research. Beginning with a common core of courses essential for effective management in organizations, the program offers three major areas of concentration at this time:

1. General Administration
2. Public Policy and Management
3. Human Resources Management

Entrance Requirements:

Students will submit evidence of the following:

1. A bachelor's degree from an accredited institution with a cumulative grade point average of 2.5 or better.
2. An appropriate academic background for the option selected. Students retooling for career change could attain the necessary skills and knowledge by taking prerequisite courses, as specified.

The curriculum requires that the student demonstrate the ability to read and analyze professional literature; clarity in oral and written products and expression; persistence in developing both qualitative and quantitative skills; that students be both self-directed and goal directed; and show high motivation to generate contributions of excellence in the classroom.

Pi Alpha Alpha Honor Society

Students who maintain a 3.6 or above average may graduate with honors by joining the **PI ALPHA ALPHA HONOR SOCIETY**. Further information is available on the MMPA website which is located under the College of Business. Graduate students may also contact the MMPA business office for additional information: 301-860-3623

Program Prerequisites

1. Course in U.S. Government (GOVT 231) or Introduction to Political Science (GOVT 130).
2. Principles of Macroeconomics (ECON 211) and Principles of Microeconomics (ECON 212).
3. Course in computer science or evidence of computer literacy.
4. Introduction to Statistics
5. College Algebra (MATH 125)

We realize that the numbering of these courses may vary slightly from academic system-to-system. However, **students who fail to complete their prerequisites will not be allowed to graduate from this institution.** Students must complete their prerequisites prior to beginning graduate course work.

Academic Course Requirements

GENERAL SEQUENCE

REQUIRED COURSES:	Sem. Hrs.
PUAD 601 Concepts of Public Administration	3
PUAD 502 Qualitative Research Methods	3
MGMT 511 Organization Behavior	3
PUAD 524 Public Budgeting	3
MGMT 571 Human Resources Management	3
MGMT 584 Management Statistics	3
CONCENTRATION:	
PUAD 630 Public Policy Analysis	3
ECON 522 Public Finance	3
PUAD 704 Evaluation Research (<i>Prerequisite PUAD 502</i>)	3
PUAD 710 Intergovernmental Relations Seminar	
3	
MGMT 741 Organization Development	3
One Elective	3
Total Hours	36

PUBLIC POLICY AND MANAGEMENT

REQUIRED COURSES:

PUAD 601	Concepts of Public Administration	3
PUAD 502	Qualitative Research Methods	3
MGMT 511	Organization Behavior	3
PUAD 524	Public Budgeting	3
MGMT 571	Human Resources Management	3
MGMT 584	Management Statistics	3

CONCENTRATION:

ECON 522	Public Finance	3
PUAD 630	Public Policy Analysis	3
PUAD 704	Evaluation Research (<i>Prerequisite: PUAD 502</i>)	3
PUAD 605	Manager in a Technological Society	3
PUAD 710	Intergovernmental Relations Seminar	3

3

One Elective		3
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Total Credit Hours		36
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HUMAN RESOURCE MANAGEMENT SEQUENCE**REQUIRED COURSES:**

Sem. Hrs.

PUAD 601	Concepts of Public Administration	3
PUAD502	Qualitative Research Methods	3
MGMT 511	Organization Behavior	3
PUAD 524	Public Budgeting	3
MGMT 571	Human Resources Management	3
MGMT 584	Management Statistics	3

CONCENTRATION:

MGMT 501	Managing Public & Private Organizations	3
PUAD 630	Public Policy Analysis	3
MGMT 677	Labor Management Relations	3
MGMT 641	Organization Development	3
MGMT 772	Human Resource Management Seminar	3

One Elective		3
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Total Credit Hours		36
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GRADUATION PROCEDURES

All graduate students admitted to the University are required to follow the graduation procedures described in the graduate catalogue. Those requirements are briefly outlined below. Please see the graduate catalogue for complete details concerning graduation requirements.

Program of Study:

All students are required to complete a Program of Study form in consultation with their advisor *during their first semester of enrollment*. The Program of Study designates the student's course of study and the requirements for *Advancement to Candidacy*.

Advancement to Candidacy:

Once a student has completed eighteen to twenty-four credit hours of course work, one can then advance to candidacy. Students must apply with the Registrar for advancement to candidacy. The qualifying GPA for advancement to candidacy is 3.25. Students who fail to meet the qualifying GPA will be denied advancement to candidacy until that requirement is met.

Comprehensive Examination:

The comprehensive examination is offered twice a year in spring and fall. There are comprehensive exam orientation meetings prior to each examination. Exact dates for the orientation and the examination are published each semester in the course schedule. Students are required to register with the Office of Graduate Studies in order to take the examination. Students are encouraged to contact the Office of Graduate Studies for any additional information concerning the Comprehensive examination.

Core Courses for the Comprehensive Exam

Master of Public Administration degree students are tested in the following subject areas:

- Organizational Behavior
- Applied Research Methods
- Public Policy Analysis

File for Graduation

All the program requirements must be met prior to filing for graduation. Students must file for graduation and pay the fees by the end of September of the academic year of

graduation (Always refer to the Graduate Catalogue for possible changes or contact the Registrar's office.

Course Descriptions-Master of Public Administration

Economics

ECON 498 ECONOMICS FOR ADMINISTRATIVE MANAGEMENT 3 Credits
(Formerly ECON 501, a graduate course)

A survey of micro and macroeconomic theories covering the behavior of the consumers and producers in product and resource markets; theories of income and employment, monetary and fiscal theories to explain the problems of inflation and unemployment and suggest policies to deal with them. This course was specifically designed for students who did not take ECON 211 and 212 in undergraduate course work. It is a *prerequisite for the MPA degree*. Students may also take ECON 211 and 212 in lieu of this course if ECON 498 is not offered. However, attempts will be made to offer this course once a year, and in summer school when resources permit.

ECON 522 PUBLIC FINANCE 3 Credits

Prerequisite: ECON 498 or equivalent

An analysis of the elements, structure, functions, and processes of public finance. The course will cover theory and practice of the allocation, distribution and stabilization roles of the government at national, state, and local levels.

Management

MGMT 501 MANAGING PUBLIC AND PRIVATE ORGANIZATIONS 3 Credits

The focus of the course is on management responsibilities, functions and requirements common to all complex organizations. In addition, students will study the legal, political and economic environments that contribute to similarities and differences between public and private sector endeavors, the problems with which they are concerned and the values that influence their decision-making.

MGMT 511 ORGANIZATIONAL BEHAVIOR 3 Credits

(Equivalent to SOC 511)

This course presents basic concepts of formal organizations. Students will become acquainted with the major conceptual models which purport to explain organizational behavior, will acquire an understanding of the methods used to study organizations and will analyze some of the research which has been produced. While the emphasis is placed on critical analysis of literature which deals with "what is," some attention is given to views about "what should be" in order for people to derive maximum satisfaction and other benefits from organizational activity.

MGMT 571 HUMAN RESOURCE MANAGEMENT 3 Credits

An analysis of problems, issues and opportunities in managing the recruitment, selection, retention and retirement of employees. The course also focuses on the specialized training and executive development of employees. The position classification process is also addressed in this course.

MGMT 677 LABOR MANAGEMENT RELATIONS 3 Credits

This course will provide the student with an understanding of labor management relations. Topics to be covered include the current status of labor, the legal environment of labor-management relations, the collective bargaining process, labor and management rights and responsibilities, the grievance/arbitration process and special issues related to collective bargaining in the public sector.

MGMT 584 MANAGEMENT STATISTICS 3 Credits

An introduction to applied statistics. Both descriptive and inferential statistics are studied and illustrated. Illustrations and exercises are drawn from disciplines as varied as sociology, business, education, demography, sports, etc.

MGMT 741 ORGANIZATIONAL DEVELOPMENT 3 Credits

This course is designed to provide an understanding of the underlying theory of organization change and intervention; to explore how various change strategies can be applied to problems involving people in intact systems; and to analyze successful approaches and techniques in organization development to include materials, techniques, designs, current issues and practices in organization development. Other topics covered in the course will be understanding the organization as a system, organization assessment, team building and intergroup work as OD intervention, entry strategies, internal/external change agency, and third-party consultation.

MGMT 672 HUMAN RESOURCES MANAGEMENT SEMINAR 3 Credits

Prerequisite: MGMT 571

Problems are examined that are concerned with intergroup relations and fair employment practices. Work force development; labor relations; union movements; special interest groups; and employee mediation are topics of discussion. Compensation and wage administration; job analysis and the employee performance appraisal process may also be included in this discussion. Semester projects may be used to explore these topics in greater detail.

MGMT 691 SPECIALIZED INDEPENDENT STUDY 3 credits

Specialized individual study requires the student to do a major study that applies and integrates learning specific area of inquiry. Students are allowed to take this course only when they are able to identify a professor/instructor who has agreed to supervise the research. The decision to do so is left with the professor.

Public Administration

PUAD 601 CONCEPTS OF PUBLIC ADMINISTRATION 3 Credits

A survey of the fundamentals of public administration, management strategies and management techniques at the national, state, and local levels. This course is typically a survey all of the topics that encompass public administration as an academic discipline.

PUAD 502 QUALITATIVE RESEARCH METHODS 3 Credits

(Formerly PUAD 601)

The study and application of research methodology for organizations as a tool for analysis and decision making. The emphasis is on theories and designs for data collection and analysis applying a nonexperimental research design and method. The paradigmatic approach is rooted in phenomenology.

PUAD 524 PUBLIC BUDGETING 3 Credits

Prerequisite: PUAD 501 or its equivalent.

Concepts, principles and practices, and their specific application to the development of resources in support of public programs and the allocation of these resources against the demands of society at all levels. The student will evaluate performance budgeting, PPBS, and zero-base budgeting. Students will also learn the legislative budgetary process for approving fiscal year budgets.

PUAD 630 PUBLIC POLICY ANALYSIS 3 Credits

(Formerly PUAD 603)

Prerequisite: All undergraduate prerequisites and basic courses.

Systemic analysis of public policy alternatives, factors and processes involved in policymaking and implementation. This course examines the public policy process from the beginning of a public outcry at the grass roots level up to national agenda making and legislative enactment.

PUAD 710 INTERGOVERNMENTAL RELATIONS SEMINAR 3 Credits

The course is concerned with the complexities and inadequacies of the federal-state-local system; with conflicts and cooperation among three levels; with changing roles of government; with the development of structures, processes, and management to strengthen the intergovernmental system and improve performance. Students revisit the U.S. Constitution as a means of understanding how society is regulated at the various levels. Semester projects may be used to explore topics in greater detail.

Prerequisite: PUAD 630.

PUAD 626 GOVERNMENT ADMINISTRATION PROBLEMS SEMINAR 3 Credits

(Formerly PUAD 526)

Special topics in national, state and local governmental administration and management are researched and reported in a paper and in class. Students may select topics in such areas as: personnel management, planning and evaluation, financial management,

budgetary process, policy analysis. The focus is on identifying problem areas within these and other specific types of public program categories.

PUAD704 EVALUATION RESEARCH 3 Credits

Prerequisite: Qualitative Research Methods.

This course designed to develop students with skills that will allow them to conduct both formative and summative (process/impact) evaluations of public programs. Students learn to use legislative mandates as primary criteria for evaluating both the performance process of public programs, as well as examine the impact of public programs on the intended recipients and society as a whole.

PUAD 605 MANAGER IN A TECHNOLOGICAL SOCIETY

This course is concerned with the impact of technology on organizations. Organization theory forms the basis for this discussion. However, the intent is to show students how technology has transformed organizational tasks, structures, and the performance of work.

Thus, the primary emphasis is on organizational tasks and structures relative to the socio-technical interface between the worker and technology.

PUAD 525 SPECIALIZED INDIVIDUAL STUDY

Prerequisite: Approval of the Advisor/Professor.

This course provides the student with an opportunity to conduct research in an area of inquiry that is relevant to a particular topic in the public administration and management disciplines. The research must be under the direction of a cognizance professor of public administration and management.

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Students are urged to keep a copy of this Guide as a part of their graduate school records. However, keep in mind that employees and offices move to other locations from time to time. You will also find public administration courses in the graduate catalogue that have been approved by the University curriculum committee that we may not be currently offering for one reason or another. Further, certain policies and procedure might be revised periodically. Consequently, it is always wise to check the University online telephone directory for updated locator information. Always seek the most current information that is available to students through the Office of Graduate Studies and MMPA.

The Department of Management, Marketing and Public Administration (MMPA) remains available to you when you have problems which we can help you solve. We hope this guide proves useful to you.

Good luck with your course work!