

MPA Course Descriptions

Core Courses

PAD 1062-551 Contemporary Public Administration (3 credits)

This course introduces students to the field of public administration. It examines major intellectual foundations of government and public administration as well as current trends. The course serves to prepare students for more advanced course work, particularly in the areas of management theory, project management, human resource management, public finance, and the process of public policy. The course provides a study of selected topics drawn from the current literature and practices in public administration. It provides an analysis of the contemporary political, economic, and social institutions and processes in which the profession of public administration is practiced. It familiarizes students with the basic concepts needed to effectively manage public service programs in the governmental, non-profit, and private sectors in a professional way.

PAD 1062-552 Managing Human Capital Assets (3 credits)

This course introduces a number of traditional and contemporary issues in human resources management. It examines essential features of human resource management systems and the environments in which those systems operate. It also examines various aspects of the human resource functions within public sector organizations and compares current theory and practice in: human resource planning; job analysis and design; recruitment and selection; performance management; career

planning; staff development. This course explores how the actions of and options available to public managers are shaped and constrained by political considerations. Theories and mechanisms for creating and sustaining high performance public agencies will be analyzed, and applied to critical issues confronting public managers.

PAD 1062-553 Research Methods and Applied Statistics (3 credits)

The main objective for this course is to prepare students for a basic understanding of research methodology as it applies to public administration. Emphasis will be placed on two main parts: principles of research design and basic statistical analyses. For the first part, students will gain knowledge regarding sampling theory, measurements and methods, as well as the fundamentals of research designs. For the second part, students will become familiar with descriptive and inferential statistics as well as their use in quantitative data analysis.

PAD 1062-554 Public Policy Analysis (3 credits)

This course considers the rationale for and limits to public sector policies and how those policies can be analyzed prior to their implementation. It emphasizes the process of preparing, designing and selecting public policy. This course is designed to help students develop the skills required to define and critically analyze policy problems, articulate relevant decision making criteria for policy analysis, and evaluate alternative policy options. These skills take three general forms: critical thinking skills – thinking comprehensively and powerfully; quantitative skills – applying specific methods/techniques; and communication skills – writing and discussing.

PAD 1062-555 Economics and Public Finance (3 credits)

This course surveys basic public financial management functions, such as cash management; government accounting and cost analysis; purchasing management; auditing and internal control, and budgeting. Students will learn how public organizations manage their financial affairs — the institutions, methods, and techniques involved in the way they raise, collect, spend, and manage money. They will gain an understanding of and the ability to analyze government expenditures. The composition of government revenues including tax administration and analysis will be introduced.

PAD 1062-556 Organizational Behavior (3 credits)

Organizational Behavior (OB) is a field of study that aims to understand, explain, and improve human behavior in organization. Most organization focus their efforts on improving two aspects of human behavior, one job performance the degree to which individual perform the behaviors needed for the organization to achieve its goals, and the second organizational commitment- the degree to which employees remain loyal to the organization rather than seeking employment elsewhere. Topics will include organizational Behavior, Diversity, Attitudes, and job Satisfaction, Personality and Values, Perceptions, Decision Making, Motivation, Concept, Group Behavior, Communication, leadership, and Conflict and Negotiation, Concept associated with continuous improvement in individual and group processes are discussed to support the understanding of management and organizational behavior.

PAD 1062-557 Digital Government (3 credits)

This course discusses the Digital transformation become a necessity imposed by the development of information technology to improve the quality and efficiency of services provided by the government institutions and reduce government corruption. Digital Government has several requirements, including the formation of a digital infrastructure, planning for this trend, Methods of implementation, and the development and implementation of these efforts. Identifying government efforts and the challenges it faces in the field of providing services and information electronically effectively and evaluating public policies practices and investments in technological (digital) decisions and managing them to obtain strategic results for the various groups dealing with the government and the public sector. It will also examine ways to improve government operations, service delivery or policy making to overcome structural and Institutional obstacles to change. This digital Governments when applied effectively. Contributes mainly to achieving sustainable development. In addition to the impact of technology on public policies.

Tracks' Courses:

PAD 1062-570 Sustainable Development (3 credits)

An introduction to sustainable development present the concept and practice of sustainable development as a process that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. Sustainability's at the intersection of the economic, society, environment, human resources, and population control and management. Topics also include governance, corruption, sustainability as well as the role of political, legal and fiscal institutions in

economic development. Case studies and problem solving exercise will be used to stimulate learning and provide practical experience in addressing sustainable development issues.

PAD 1062-571 Development Administration Theories and Practice (3 credits)

The course aims to provide students with the concepts of theories and practices of development management at the national level and the level of developing countries. It also deals with identifying past and future development paths and developing Values and Ethics. The course also deals with providing students with the analytical and applied expertise necessary to understand the foundations of achieving national development with capacity building and performance management and identifying localization strategies in the Gulf countries from the perspective of human resource development compared to the European approach. Identify the various tools that help to deal with different problems and experiences with development requirements in terms of increasing productive capacities, integration between different sectors, and diversity of economic and social activities. The course discusses the scope of development management, the role and objectives of the welfare state and related policies, the importance of development institutions and the process of preparing and implementing development plans.

PAD 1062-573 Strategic Management (3 Credits)

The course emphasizes the value and process of strategic management. In addition to introducing students to the new topic, students are expected to integrate and apply their previous learning in strategic decision-making in organizations. The Strategic Management course is designed to

explore the organization's vision and mission, examine the principles, techniques and models of organizational and environmental analysis, and discuss the theory and practice of strategy formulation and implementation such as corporate governance and business ethics in order to develop effective management.

PAD 1062-580 Leadership Skills (3 credits)

The course emphasizes leadership styles, functions, and tasks including vision, agenda setting, and mobilizing resources in organizational and political settings. The course emphasizes leadership skills and theories of motivation and the leadership role in motivating employees.

PAD 1062-581 Organizational Development and Change (3 credits)

This course is designed to prepare students to lead organizational change efforts directed at improving organizational functioning and quality of work life. A general framework of planned change combined with the organizational development perspective of leading change will be used to introduce students to change facilitation tools and techniques. The world is changing rapidly and thus downsizing, reorganization, re-engineering, and other new management concepts and theories are evolving to meet new challenges. Students in this course can employ case studies and exercises to develop their skills in organizational analysis.

PAD 1062-582 Performance Management and Governance (3 credits)

This course examines the concepts of productivity and performance management and their importance in the public sector. Methods of performance measurements are at the core of this course. Tools and

methods of performance measurements, including benchmarking and trend analysis, are discussed. Key techniques to improve productivity and performance in government such as QC, TQM, reengineering, and barriers to productivity improvement are also discussed. Moreover, this course examines the practice and governance challenges of performance management in the public sector. Additionally, governance and ethical challenges in managing for results are explored in this course.

Elective Courses:

PAD 1062-561 Managing Non Profit Organizations (3 credits)

This course provides an overview of the concepts, mission and goals of non-profit organizations and their role in community services. Studying this course will lead to understanding these organizations and building a strategy for them in order to achieve their mission and its goals. This course also focuses on activating leadership in managing these organizations effectively for development, innovation and the development of their financial resources. The importance of the relationship between management, employees and society and the impact of these relationships on the work of non-profit organizations.

PAD 1062-562 Public Budgeting (3 credits)

This course provides an overview of the process and techniques of government budgeting such as performance budgeting, planning program budgeting, zero-based budgeting, and result- based budgeting. It focuses on critical topics including budget and the macro-economy, public finance and economic growth, budget deficit, capital budgeting, cost benefit analysis, fiscal transparency and assessment, and monitoring and

evaluation of budget performance. Current government accounting issues will be discussed including the ethical challenges facing the public accountants.

PAD 1062-563 Public Policy Process (3 credits)

This course examines major policy issues confronting contemporary society, and the basic concepts and strategies that are used to address them. It provides a view of how the processes of public policy operate from agenda setting through formulation and legitimation, to implementation and eventual evaluation with examples drawn from several areas of policy (e.g., health, education, and environment).

PAD 1062-564 Accountability and Administrative Ethics (3 credits)

The primary goals of this course are to introduce students to the role that accountability and ethics should play in the lives of public administrators in various capacities; and to provide tools and strategies for identifying and addressing ethical issues in professional life. The course focuses on process dilemmas related to political neutrality, confidentiality, privacy, fairness and accountability, as well as issues related to good, just, and legitimate public policy. Students will have an opportunity to develop their own moral reasoning skills and apply them in case studies.

PAD 1062-565 Public-Private Partnership (3 credits)

This course provides a definition of partnership between the public sector and the private sector. PPP stands for a contractual arrangement with risk sharing between public and private partners to provide infrastructure or public services, which aims to create a value for the money that the government pays to serve the Society. This course aims to introduce a set

of concepts necessary to understand, criticize and develop partnership, and the impact of this partnership on economic, social and political development. At the end of the course, the students are expected to be familiar with the nature of this partnership, its laws and issues, costs and returns, and financing issues.

PAD 1062-566 Public Program Evaluation (3 credits)

This course concentrates on strategies for evaluating the efficacy of public programs, as well as strategies for addressing the challenges of applying program evaluation methods in “real world” policy settings. It focuses on interpreting procedures for assessing the impact of programs based on a variety of experimental and quasi-experimental designs, including true experiments, non-equivalent control group designs and interrupted time-series designs. This course focuses primarily on quantitative methods of program evaluation, although it will also discuss the role and importance of qualitative research methods in the various stages of program evaluation. It will also address the relationship between program theory and evaluation design, ethical issues in program evaluation, interpretation of research findings, and the role of evaluation results in program development.

Capstone Project:

PAD 593 Capstone Project (3 credits)

This course provides students the opportunity to integrate, apply, and consolidate knowledge and skills gained across the coursework through a rigorous project. Students have to carry out analysis and research in

order to address a practical policy issue relevant to public organization. Students work individually under the guidance of a committee of faculty members to develop a research design, present related literature, carry out data collection, analyze data, evaluate findings, and provide recommendations. The final product contains a written research paper and an oral presentation. The paper should be well written to be of sufficient quality to be potentially submitted for publication in a peer-reviewed journal. The other step in the Capstone course experience is to give an oral presentation and defense to a panel of MAP faculty members, fellow students, and invited guests. The concluding purpose is to provide an opportunity for the student to demonstrate effective research skills, excellent oral and written communication skills, and show the level of knowledge necessary for effectively managing a public organization.