



Master of Public Service and Administration Curriculum Handout for 2021-2022

Updated 09/10/21

The Master of Public Service and Administration (MPSA) program trains principled leaders for the public and nonprofit sectors. The MPSA degree is a 21-month program that requires 48 credit hours (16 courses total) of course work and, for those without substantial professional experience, a non-credit-bearing internship. All students take 8 degree core courses that provide general knowledge and analytical skills. Students then must choose a track in either Public Policy Analysis (PPA), Public Management (PM), or Nonprofit Management (NPM), each consisting of 4 courses (2 core courses and 2 elective courses). This leaves the student with 4 elective courses, 3 of which may be used toward a concentration, or all 4 may be used as general electives. University requirements prohibit a student in a face-to-face degree program from taking more than 49% of classes online. This means an MPSA student may only take up to 21 total hours of courses online.

Additionally, up to 2 elective courses may double-count toward a track and concentration or two concentrations. Furthermore, up to 6 credit hours of graduate or upper-undergraduate electives may be taken from other Texas A&M departments when courses are related to public service careers. Deviations from the above guidelines will require a petition or waiver form, available at <https://bush.tamu.edu/psaa/resources/>.

Curriculum for AY 2021-2022

First Year

Fall Semester

All Tracks

- **PSAA 601:** *Foundations of Public Service*
- **PSAA 621:** *Economic Analysis*
- **BUSH 631:** *Quantitative Methods in Public Management I*
- **PSAA 643:** *Foundations of the Nonprofit Sector*

Spring Semester

All Tracks

- **PSAA 611:** *Public Policy Formation*
- **One elective course** selected in consultation with faculty advisor.

PPA Track

- **Quantitative Methods II Course**
BUSH 632: *Quantitative Methods II*
OR BUSH 635: *Quantitative Methods II: Policy Analysis Emphasis*
- **PSAA 622:** *Public Finance*

PM Track

- **Quantitative Methods II Course**
BUSH 632: *Quantitative Methods II*
OR PSAA 630: *Program Evaluation in Public and Nonprofit Organizations*
- **PSAA 634:** *Public Management*

NPM Track

- **Quantitative Methods II Course**
BUSH 632: *Quantitative Methods II*
OR PSAA 630: *Program Evaluation in Public and Nonprofit Organizations*

- **PSAA 632:** *Fiscal Management of Nonprofit Organizations*

Summer

Most students will be required to complete a *Professional Internship* whereby students gain practical experience by working in a public service organization.

Second Year

Fall Semester

All Tracks

- **PSAA 675:** *PSAA Capstone Seminar I*
- **Two elective courses** selected in consultation with faculty advisor.*

PPA Track

- **PSAA 615:** *Policy Analysis*

PM Track

- **PSAA 623:** *Budgeting in Public Service*

NPM Track

- **PSAA 644:** *Management and Leadership of Nonprofits*

Spring Semester

All Tracks

- **PSAA 676:** *PSAA Capstone Seminar II*
- **Three elective courses** selected in consultation with faculty advisor.*

Tracks (mandatory)

Public Policy Analysis (PPA)

Associated faculty: Lahey (coordinator), Cortes, Dague, Han, Lewis, L. Taylor, Vedlitz

The Public Policy Analysis track offers students an in-depth understanding of how decision makers can assess policy choices. It includes a consideration of why government should or should not take action in response to particular problems. It also familiarizes students with specific evaluative techniques such as cost-benefit analysis, cost-effectiveness analysis, and risk assessment. Students have numerous opportunities to apply what they learn to current policy issues.

PPA Track Core Courses (Both required):

PSAA 615: *Public Policy Analysis*

PSAA 622: *Public Finance*

PPA Track Electives (Choose two):

PSAA 605: *Homeland Security Policies and Strategies*

PSAA 606: *Environmental Policy and Management*

PSAA 613: *Immigration and Education Policy*

PSAA 614: *Governance and Institutional Reform: A Comparative Perspective*

PSAA 616: *Managing Diversity in Public and Nonprofit Organizations*

PSAA 617: *U.S. State and Local Government: Institutions and Policy*

PSAA 618: *Education Policy*

PSAA 619: *U. S. Urban Policy and Management*

PSAA 625: *Urban Sustainability and Management*

PSAA 635: *Social Welfare and Health Policy*

PSAA 637: *Decision Making in Government and Administration*

PSAA 638: *Health Economics and Public Policy*

PSAA 640: *Energy and Security Policy*

PSAA 671: *Science and Technology Policy*

INTA 625: *International Trade Policy*

INTA 651: *National Security Policy*

PLAN 616: *Analyzing Risk/Hazard and Public Policy*

Public Management (PM)

Associated faculty: Greer (coordinator), Bowman, Bright, Casellas Connors, Compton, Davis, Graham, Hilderbrand, Kerr, Nakamura, K. Taylor, West

The Public Management track focuses on the capabilities required for effective and ethical leadership in the public and nonprofit sectors. These include knowledge and skills pertaining to the internal operation of public-service organizations and to the relationship between those organizations and their operating environments.

PM Track Core Courses (Both required):

PSAA 623: *Budgeting in Public Service*

PSAA 634: *Public Management*

PM Track Electives (Choose two):

PSAA 602: *Tools for Advancement and Leadership*

PSAA 604: *Emergency Management and Homeland Security*

PSAA 606: *Environmental Policy and Management*

PSAA 608: *Cyber Security Policy, Issues and Operations – A Manager's Guide*

PSAA 610: *Comparative Public Administration and Management*

PSAA 614: *Governance and Institutional Reform: A Comparative Perspective*

PSAA 616: *Managing Diversity in Public and Nonprofit Organizations*

PSAA 617: *U.S. State and Local Government: Institutions and Policy*

- PSAA 619: *U. S. Urban Policy and Management*
- PSAA 625: *Urban Sustainability and Management*
- PSAA 626: *Contract Management*
- PSAA 630: *Program Evaluation (if not used as a Quant. Methods II requirement)*
- PSAA 636: *Grant and Project Mgmt. in Public and Nonprofit Sectors*
- PSAA 637: *Decision Making in Government and Public Service*
- PSAA 641: *Organizational Theory for the Public Sector*
- PSAA 642: *Ethics and Public Policy*
- PSAA 644: *Management and Leadership of Nonprofit Organizations*
- PSAA 646: *Accountability in Public Service*
- PSAA 648: *Performance Management in Public and Nonprofit Sectors*
- PSAA 661: *Human Resource Mgmt. in Government and Public Service*
- PSAA 670: *Public Information Management Systems*
- PSAA 673: *Conflict Resolution in Public Management*

Nonprofit Management (NPM)

Associated faculty: Brown (coordinator), Hilderbrand, Kerr, Nakamura, Robichau, Qu, K. Taylor

The Nonprofit Management Track provides students with an understanding of the role of the nonprofit sector as it has evolved and the distinctive character of nonprofit management and the challenges it must address. Discussions include the variation of structures and activities of assorted nonprofit organizations. It also examines development, political activities, and other dimensions of the relationship between nonprofit organizations and their environments.

NPM Track Core Courses (Both required):

- PSAA 632: *Fiscal Management of Nonprofits*
- PSAA 644: *Management and Leadership of Nonprofits*

NPM Track Electives: (Choose two):

- PSAA 603 *Nongovernmental Management in International Settings*
- PSAA 626: *Contract Management*
- PSAA 631: *Marketing for Nonprofits*
- PSAA 633: *Philanthropy and Fundraising in Nonprofits*
- PSAA 635: *Social Welfare and Health Policy*
- PSAA 636: *Grant and Project Mgmt. in Public and Nonprofit Sectors*
- PSAA 645: *Networks and Inter-organizational Collaborations*
- PSAA 648: *Performance Management in Public and Nonprofit Sectors*
- PSAA 649: *Volunteer and Human Resource Management*
- PSAA 650: *Social Innovation and Entrepreneurship*
- PSAA 669: *Legal Environment of Nonprofit Organizations*
- PSAA 689: *Nonprofit Governance*

MPSA CONCENTRATIONS (*optional*)

The following lists the concentrations and their descriptions, along with suggested elective courses to support each concentration. Students who choose a concentration must take a minimum of three courses from their concentration's listing of courses.

Additionally, a student may design a concentration not listed below in consultation with his/her advisor and the PSAA department head. Course offerings are subject to availability in particular semesters.

Analytical Methods (AM)

Associated Faculty: Lahey (coordinator), Bright, Casellas Connors, Cortes, L. Taylor

This concentration provides an analytic toolbox for effective program and policy analysis. It uses quantitative and qualitative methods of analysis and implementation of such analysis in both policy and administrative settings. Students must take two core Methods courses (including the core Quant. Methods II requirement) and at least two Methods electives. If the four core courses are not chosen to satisfy the requirement, then one of the electives may be technical and at least one of the electives must be practical. Note: Only one of the two core courses is problematic for “double counting”—the other satisfies your core track requirement.

Methods Core Course (Choose at least two.):

BUSH 632: *Quantitative Methods II*

BUSH 635: *Quantitative Methods II: Policy Analysis Emphasis*

PSAA 630: *Program Evaluation in Public and Nonprofit Organizations*

PSAA 689: *Foundations in Qualitative Methods*

Technical Methods Elective (Choose no more than one.):

ECON 459: *Games and Economic Behavior*

ECON 440: *Experimental Economics*

MATH 411: *Mathematical Probability*

Practical Methods Electives (Choose at least one unless AM core courses are used to meet all concentration requirements.):

PSAA 689: *Qualitative Methods*

INTA 616: *Economic Development in China (must choose empirical option)*

INTA 625: *International Trade Policy*

INTA 632: *Advanced Economic Development*

INTA 708: *Data Science and Visualization for Policy Analysis*

GEOG 660: *Applications in GIS*

ECMT 475: *Economic Forecasting*

EPSY 640: *Experimental Design in Education I*

HLTH 632: *Health Program Evaluation*

EPSY 637 or **SOCI 624:** *Qualitative Methods*

PHEB 603: *Biostatistics II*

PHPM 655: *Survey Design for Public Health Research and Practice (credit cannot be given for both PHPM 655 and BUSH 632)*

PHPM 689: *Spatial Economics in Health Services (GIS)*

More advanced methods theory courses from Economics, Political Science, or Statistics (or selected other programs) can be included as technical electives with permission from your academic adviser. Practical methods courses not on this list can be used with adviser permission provided that the course has a significant empirical component.

Cybersecurity (CS)

Associated Faculty: Davis (coordinator), McLaughlin, Sowell

This concentration is designed to allow Bush School students to conduct focused study on a topic that has application across both public and private enterprises. This combination of three courses is designed to help students develop both theoretical and practical cybersecurity knowledge, skills, and abilities.

CS Core Course:

PSAA 608: *Cybersecurity Policy, Issues and Operations - A Manager's Guide*

CS Electives (choose two):

INTA 689: *Cyberspace Implications for National Security*

INTA 689: *Introduction to Cyber for the Non-Technical*

INTA 689: *Internet Infrastructure: Platforms and Politics*

INTA 690: *Cybersecurity Literacy for the Global Arena*

CSCE 676: *Law and Policy in Cybersecurity*

CSCE 677: *Cybersecurity Risk*

ISTM 635: *Business Information Security*

ISTM 645: *IT Security Controls*

ISTM 655: *Security Management and Compliance*

MATH 673: *Information, Secrecy, and Authentication I*

Education Policy and Management (EDPM)

Associated faculty: Cortes (coordinator), Casellas Connors, Han, L. Taylor

This concentration examines the key institutions that make and administer education policy, the political and economic forces that shape education policy at all levels, and the implications of policy for educational equity, adequacy, accountability and administration.

EDPM Core Course (Choose one):

PSAA 613: *Immigration and Education Policy*

PSAA 618: *Education Policy*

EDPM Electives (choose two):

PSAA 613 or 618 *(if not used as EDPM core course)*

PSAA 616: *Managing Diversity in Public and Nonprofit Organizations*

PSAA 636: *Grant & Project Management in Public and Nonprofit Sectors*

PSAA 642: *Ethics and Public Policy*

EDAD 609: *Public School Law*

EDAD 610: *Higher Education Law*

EDAD 611: *Higher Education Business and Finance*

EDAD 612: *Policy Issues in the Administration of Higher Education*

EDAD 639: *Foundations of Educational Administration*

EDAD 652: *Politics of Education*

EDAD 653: *Organizational Theory & Leadership in Education*

EDAD 655: *Administration of Higher Education*

EDAD 687: *Principles of Professional Practice in Education*

EHRD 633: *Adult Literacy Education*

Energy, Environment, and Technology Policy and Management (EETPM)

Associated faculty: Vedlitz (coordinator), Bowman, Lewis

This concentration studies the key institutions for making and administering policy, as well as the political, economic, and technological forces that shape agenda setting and policy formation. Also discussed are obstacles to

effective policy implementation and management, analytical tools that can be used to evaluate policy, and critical issues and how they are interrelated

EETPM Core Courses (Two required):

PSAA 606: *Environmental Policy and Management*

PSAA 640: *Energy and Security Policy*

PSAA 671: *Science and Technology Policy*

EETPM Electives (Choose one):

PSAA 606, 640, or 671 (*If not used as an EETPM core course*)

PSAA 624: *Water Policy and Management*

PSAA 625: *Urban Sustainability and Management*

PSAA 636: *Grant and Project Mgmt. in Public and Nonprofit Sectors*

PSAA 663: *Natural Resource Economics (cross-listed with AGEC 604)*

ESSM 689: *Changing Natural Resources Policy*

LDEV 661: *Development and the Environment*

LDEV 671: *Sustainable Development*

MGMT 632: *Technology Commercialization*

OCNG 676: *Marine Environmental Policy*

PLAN 616: *Analyzing Risk/Hazard and Public Policy*

PLAN 641: *Problems of Environmental Planning Administration*

PLAN 651: *Planning for Coastal and Marine Protected Areas*

WFSC 604: *Ecology and National Resources*

Health Policy and Management (HPM)

Associated faculty: Dague (coordinator), Compton, Lahey

This concentration covers the key institutions for making and administering health policy and the political/economic forces that shape agenda setting and policy formation. Also studied are obstacles to effective policy implementation and the analytical tools that can be used to evaluate policy, as well to provide an understanding of critical issues and how they are interrelated.

HPM Core Course (Choose one):

PSAA 635: *Social Welfare and Health Policy*

PSAA 638: *Health Economics and Public Policy*

HPM Electives (Choose two):

BUSH 635: *Quantitative Methods II: Policy Emphasis (if not used as PPA track Quant. Methods II requirement)* **OR**

PSAA 630: *Program Evaluation (if not used as PM or NPM track Quant. Methods II requirement)*

PSAA 635 or 638 (If not taken as an HPM core course)

PSAA 636: *Grant and Project Management in Public and Nonprofit Sectors*

HLTH 611: *Organization and Administration of Health*

HLTH 630: *Health Program Planning*

PHEB 600: *Fundamentals of Epidemiology*

PHPM 601: *Rural Public Health Systems*

PHPM 605: *Introduction to Health Policy and Management*

PHPM 633: *Health, Law and Ethics*

PHPM 640: *Health Policy and Politics*

PLAN 631: *Health Systems Planning*

PLAN 634: *Environmental Health Planning and Policy*

Note: PHPM 601 and PHPM 605 are prerequisites for many additional PHPM classes, but these are often waived for students who have taken PSAA 635 or PSAA 638. Students interested in more advanced PHPM management

and policy classes should discuss them with their advisor and with the relevant PHPM professor. . Alternative PHPM graduate courses will generally be considered approved electives.

International Nongovernmental Organizations (INGO)

Associated faculty: Hilderbrand (coordinator), Brown, Hamie, Mu, Qu, Robertson, Robichau, K. Taylor

This concentration provides relevant coursework and preparation for work in international nongovernmental organizations or non-profits working in non-US settings, or for work focused on improving the effectiveness of such organizations.

INGO Core Course (Required):

PSAA 603: *Nongovernmental Management in International Settings*

INGO Electives (Choose two. At least one must be an INTA course. Students in the NPM track should choose two INTA courses.):

PSAA 630: *Program Evaluation*

PSAA 631: *Marketing for Nonprofit Organizations*

PSAA 632: *Fiscal Mgmt. of Nonprofits (if not used as NPM track core course)*

PSAA 633: *Philanthropy and Fundraising in Nonprofit Organizations*

PSAA 636: *Grant and Project Mgmt. in Public and Nonprofit Sectors*

PSAA 644: *Management of Nonprofits (if not used as NPM track core course)*

PSAA 648: *Performance Management in the Public and Nonprofit Sectors*

PSAA 649: *Volunteer and Human Resources in Nonprofit Organizations*

PSAA 650: *Social Innovation and Entrepreneurship*

PSAA 669: *Legal Environment for Nonprofit Management*

INTA 630: *International Economic Development*

INTA 632: *Advanced Economic Development*

INTA 635: *Great Famines, War, and Humanitarian Assistance*

INTA 636: *International Development in Theory and Practice*

INTA 643: *International Organizations*

INTA 644: *Post-Disaster Recovery and Development*

INTA 645: *Women and Nations*

INTA 689: *Infectious Diseases in the Developing World*

INTA 701: *Women, International Development and Environmental Conflict*

ALEC 645: *Initiating & Managing Projects of Intl. Agricultural Development*

RPTS 604: *Principles of Community and Community Development*

RPTS 605: *Community Organization*

National Defense and Homeland Security (NDHS)

Associated faculty: Davis (coordinator)

This concentration provides a thorough examination of security policy and management concepts and principles, governance structures, strategies, policies, and contemporary events and their implications. Homeland security, national defense, and emergency management areas are emphasized.

HSND Core Course (Required):

PSAA 656: *Fundamentals of Homeland Security*

HSND Electives (Choose two):

PSAA 604: *Emergency Management and Homeland Security*

PSAA 605: *Homeland Security Policies, Strategies and Operations*

PSAA 608: *Cybersecurity Policy, Issues and Operations - A Manager's Guide*

PSAA 620: *Safeguarding the Nation's Maritime Gateways*

PSAA 636: *Grant and Project Mgmt. in Public and Nonprofit Sectors*

PSAA 640: *Energy and Security Policy*
PSAA 651: *Homeland Security and Homeland Defense*
PSAA 652: *Protection of the Nation's Critical Infrastructure*
PSAA 653: *Weapons of Mass Destruction*
PSAA 654: *U.S. Border Security: Policies, Strategies and Issues*
PSAA 655: *Domestic Intelligence Operations*
PSAA 657/INTA 657: *Terrorism in Today's World*
PSAA 658: *Disaster Recovery and Business Continuity*
PSAA 660: *Domestic Terrorism: The Internal Threat to America*
PSAA 668/INTA 612: *U.S. Law and Homeland Security*
PLAN 616: *Analyzing Risk/Hazard and Public Policy*
PLAN 649: *Organizational and Community Response to Crisis and Disasters*
PLAN 650: *Disaster Response Planning*

State and Local Government Policy and Management (SLGPM)

Associated faculty: Bowman (coordinator), Bright, Casellas Connors, Cortes, Graham, Greer, Han, Kerr, Lahey, Nakamura, L. Taylor

This concentration explores the institutional structure of state and local government and how it varies among jurisdictions. Topics discussed include politics and management at the state and local level, the prerogatives and limitations of state and local governments in different policy areas, the role of state and local governments in implementing federal programs, and critical issues facing said governments.

SLGPM Core Course (Required):

PSAA 617: *State and Local Government: Institutions and Policy*

SLGPM Electives (Choose two):

PSAA 613: *Immigration and Education Policy*
PSAA 616: *Managing Diversity in Public and Nonprofit Organizations*
PSAA 618: *Education Policy*
PSAA 619: *U.S. Urban Policy and Management*
PSAA 625: *Urban Sustainability and Management*
PSAA 626: *Contract Management*
PSAA 630: *Program Evaluation in Public & Nonprofit Organizations (if not used as PM or NPM track Quant. Methods II requirement)*
PSAA 635: *Social Welfare and Health Policy*
PSAA 636: *Grant and Project Mgmt. in Public and Nonprofit Sectors*
PSAA 641: *Organization Theory for the Public Sector*
PSAA 642: *Ethics and Public Policy*
PSAA 646: *Accountability in Public Service*
PSAA 648: *Performance Management in Public and Nonprofit Sectors*
PSAA 656: *Fundamentals of Homeland Security*
PSAA 661: *Human Resource Management*
EDAD 620: *Educational Program Evaluation*
EDAD 652: *Politics of Education*
GEOG 660: *Applications in Geographic Information Systems*
LDEV 671: *Sustainable Development*
MGMT 658: *Managing Projects*
PLAN 610: *Structure and Function of Urban Settlements*
PLAN 612: *Transportation in City Planning*
PLAN 633: *Planning for Healthy Communities*
PLAN 656: *Housing and Communities*
RPTS 604: *Principles of Community and Community Development*

Individually Designed Concentration

Constructed with your advisor. Must contain 3 classes relevant to the concentration theme. See Ms. Reeves or <https://bush.tamu.edu/psaa/resources/> for the form.