SCHOOL OF PROFESSIONAL STUDIES

MASTER OF PUBLIC ADMINISTRATION

Become a Leader in the Public Sector

The public sector is rapidly evolving due to the growing need for public policy and research and an increased social interest in politics, foreign affairs, and public policy. The Master of Public Administration (MPA) at National University will prepare you for a high-level position in government management at the federal, state, and local level and nonprofit management. Throughout your study, you will learn how to apply traditional business skills (financial management, budgeting, research, etc.) to the unique challenges of public administration.

Upon successful completion of this master’s degree program, you will be able to: utilize critical thinking and research methods, evaluate new public management, analyze political influences and governmental power division, evaluate government employees and public administration strategies and decisions, and synthesize grant proposal resources and approaches.

Program highlights:
- Entire program can be completed online
- An interdisciplinary education where you will gain leadership, analytical, and management skills
- Learn to apply traditional business skills to urban planning, redevelopment, grant writing, and more
- Specializations available in Human Resource Management and Organizational Leadership

Online and On-campus Programs
Monthly Starts and Accelerated Classes
WSCUC Accredited

LEARN MORE TODAY
The Master of Public Administration (MPA) is designed for students who want to pursue a career in government management at the federal, state, or local level, and nonprofit management. The program is delivered and maintained through designed structured learning objectives within each class, all of which are foundational to the culminating research activity. The degree provides a wide range of skills in financial management, budgeting, quantitative methods, urban planning and redevelopment, personnel policies, politics, and grant writing. The focus on continuous improvement of written and oral communication skills through course requirements utilizing case studies, research papers, and oral presentations further strengthens the skills developed and mastered. The requirement for the MPA student to complete research in a Capstone Project further bridges theory and practice.

**Program Learning Outcomes**

Upon successful completion of this program, students will be able to:

- Utilize critical thinking and research methods relevant to public administration in a multi-cultural environment.
- Evaluate the concept of new public management within a historical context.
- Analyze the impact of political influences on the public sector decision-making process.
- Analyze the division of power within American government as established by the U.S. Constitution.
- Describe, analyze, and evaluate the various approaches to managing government employees.
- Evaluate the effectiveness of public administration strategies for dealing with the media, community, and local government agencies.
- Evaluate the impact of public administration decisions on urban planning and redevelopment.
- Synthesize resources and approaches for developing grant proposals for community programs and services.

**Degree Requirements**

To be awarded a Master of Public Administration, students must complete at least 54 quarter units of graduate work. A total of 13.5 quarter units of graduate credit may be earned in the transition program. This area of specialization focuses on managing people, the human resource of the organization. Moving beyond common sense and good interpersonal skills, these courses provide students with the knowledge to recruit, select, train, evaluate and compensate employees. Students learn how changes in the workplace, such as governmental regulations, global competition, developing technologies and organizational transformations, influence the performance and productivity of workers. Technical knowledge and practical skills for dealing with a multicultural workforce offer students new ideas on leadership and effective tools for managing human resource.

**Specialization in Human Resource Management**

**Academic Program Director:** Bernadette Baum; (858) 642-8404; bbaum@nu.edu

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**Program Learning Outcomes**

Upon successful completion of this program, students will be able to:

- Complete a job analysis of a specific job to be used for recruiting, selection, performance appraisal, training, and compensation.
- Develop a recruiting plan and design a selection process for recruiting, interviewing, and selecting candidates for employment for jobs within an organization.
- Conduct a needs assessment and design a training program for current employees on a specific topic related to organizational goals.
- Assess benefits relevant to the employee population and organizational structure, and formulate a compensation system based upon merit, knowledge, and skill acquisition.
- Recognize, analyze, and effectively address ethical, legal, and safety challenges faced in the workplace, and develop methods designed to prevent employer liability.

**Specialization Requirements**

(5 courses; 22.5 quarter units)

- HRM 660 Theory & Practice of HRM
- HRM 630 Legal, Ethical & Safety Issues
- HRM 637 Workforce Plan, Dev. & Outsource.
- ODV 606 Seminar in Training & Developm.
- HRM 667 Compensation & Benefits

**Specialization in Organizational Leadership**

**Academic Program Director:** Julia Buchanan; (858) 642-8453; jbuchanan@nu.edu

The purpose of the area of specialization in organizational leadership is to provide students with the skills and theoretical concepts that will assist them when seeking promotions or positions in management and supervision. This area of specialization is designed to prepare diverse adult learners to become effective, change-oriented leaders in an international society by adding distinctive and challenging curricula. This area of specialization is ideal for individuals who desire to understand the technical and reflective processes that often accompany opportunities to exercise leadership in profit and not-for-profit organizations.

**Program Learning Outcomes**

Upon successful completion of this program, students will be able to:

- Distinguish between multiple approaches for exercising leadership to promote innovation and confront complex issues within organizations.
- Interpret organizational dynamics and group dynamics, and engage in systems thinking in order to promote the development of a learning organization capable of innovation, adaptation, and orchestrating conflict.
- Evaluate ethical issues and aid organizational members in creating ethical culture appropriate to the organizational and global environment that supports operating in environments of diversity, uncertainty, and unpredictability.
- Distinguish between the functions of authority, power, the practice of leadership, and utilize frameworks that serve organizational purposes.

**Specialization Requirements**

(4 courses; 18 quarter units)

- LED 602 Developing Groups and Teams
- LED 603 Leadership in the 21st Century
- LED 604 Leading Change and Adaptation
- LED 605 Conflict and Power Dynamics

For complete program information, see the National University Catalog 82, effective 10/2018.