



COLLEGE 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

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UNIVERSITY**

## MASTER OF PUBLIC ADMINISTRATION

Academic Program Director: Kenneth Goldberg; (858) 642-8217; kgoldberg@nu.edu

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 granted for equivalent graduate work completed at another institution, as it applies to this degree and provided the units were not used in earning another advanced degree. Students should refer to the section on graduate admission requirements for specific information regarding application and evaluation.

### Transition Program

For students in the Bachelor of Public Administration/BS in Criminal Justice Administration/BS in Domestic Security Management/BA in Political Science/MPA transition program, the University will waive up to two public administration courses taken as part of the bachelor's degree (see BS in Bachelor of Public Administration/BS in Criminal Justice Administration/BS in Domestic Security Management/BA in Political Science transition program), but these students must still meet the residency requirements for the MPA. The number of courses waived is dependent on the courses taken and grades earned in the transition program.

### Core Requirements

(8 courses; 36 quarter units)

PAD 620	Foundations of Public Admin.
PAD 622	Seminar in Urban Affairs
PAD 626	Public Personnel Policy
PAD 627	Quantitative Methods
PAD 628	Ethics
PAD 631	Urban Planning & Redevelopment
PAD 632	Finance Mgt. & Grant Admin.
PAD 644	MPA Project

### Program Electives

(4 courses; 18 quarter units)

Students must complete **four (4)** graduate courses from the following subject areas to meet the elective requirement: CJA, HUB, PAD, SCD, HRM, LED. Students who elect to have an area of specialization are not required to take additional elective requirements.

## Specialization in Human Resource Management

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

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.

### 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