

PUBLIC ADMINISTRATION (PUAD)

500 Level Courses

PUAD 502: Administration in Public and Nonprofit Organizations. 3 credits. Graduate introduction to field of public administration. Focuses on structure, functions, and processes of executive branch agencies of national, state, and local governments. Emphasizes nonprofit organizations as co-actors with government in policy-making/policy implementation nexus. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 504: Managing in the International Arena: Theory and Practice. 3 credits.

Theoretical and empirical examination of international system that both affects and is affected by decisions, behaviors, and subsystems of state and nonstate (organizational) actors. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 505: Introduction to Management of Nonprofits. 3 credits.

Examines nonprofit organizations and their role in contemporary society. Explores unique aspects of nonprofits including voluntary governance, tax-exempt status, nonprofit corporation law, accounting practices, fund raising, finance, and management of volunteers. Emphasizes board/executive relationship, and value of establishing and maintaining nonprofit organization's reputation. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 509: Justice Organizations and Processes. 3 credits.

Examines structures, practices, and performance of organizations involved in administration of justice (law enforcement, courts and legal agencies, corrections, regulatory and related agencies, private organizations) Explores applicability of various theoretical perspectives on organizational processes, and considers extent to which processes operate as a system. Focuses on comparing formal goals and system expectations to actual practice. Offered by Schar Public Policy/Admin. May not be repeated for credit. Equivalent to CRIM 509.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 520: Organization Theory and Management Behavior. 3 credits.

Considers behavior in context of public organization, and consequent changes required in management. Focuses on such issues as perception, attitude formation, motivation, leadership, systems theory, communication and information flow, conflict theory, and decision theory. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 540: Public Policy Process. 3 credits.

Processes of making public policy, including detection of public issues, consideration of alternatives, and adoption and implementation of solutions. Highlights major actors in policy process, and environment within which they work. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: PUAD 502.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

600 Level Courses

PUAD 613: *Economic Analysis in Public Administration*. 3 credits.

Covers major economic issues about role of markets and government in global world. Applies fundamental economic concepts such as cost benefit analysis to public sector. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Required Prerequisites: PUAD 511^{B-}, GOVT 511^{B-} or PUBP 511^{B-}.

^{B-} Requires minimum grade of B-.

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 615: *Administrative Law*. 3 credits.

Covers law as guiding and controlling force in public-sector operations. Includes application of legal processes to administrative practices and situations, and administrative determination of private rights and obligations. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 621: *Principles and Practices in Government Organization and Management*. 3 credits.

Major management theories applicable to American federal system. Emphasizes organization, structure, and operations. Explores relationship of theories to management practices in contemporary American administration. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: PUAD 520.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 622: *Program Planning and Implementation*. 3 credits.

Practical exploration of implementing public law in American federal system. Studies construction of organizational apparatus, development of operational plans, and systems of control and evaluation necessary to implement government programs. Emphasizes coordinating tasks and resources required for effective program implementation. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: PUAD 520.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 623: *Managing Government Contracting*. 3 credits.

Explores unique management and administrative challenges of providing public goods and services through contracts. Examines debates over privatization, and explores tools managers need to address unique accountability challenges associated with this governance tool. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 624: *Public and Private Partnerships*. 3 credits.

Emphasizes entrepreneurial efforts where governments, nonprofit organizations and private companies establish goals and combine resources and talents. Issues of efficiency, accountability, and democratic

responsiveness will be examined. Various tools for promoting and implementing such partnerships will be explored. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 625: Higher Education Law. 3 credits.

Analyzes legal issues confronting higher education: governance, faculty matters, and student issues. Examples include due process, freedom of speech, and privacy. Reviews key constituents in higher education—students, faculty, administrators, board of trustees, and parents—and how their roles are changing. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 626: Consulting Management. 3 credits.

Explores the consulting industry, changes in the industry and future expectations of consulting as a career. Examines different sectors of consulting such as HR, IT, Operations, Marketing, Succession Planning, Organizational Consulting, Knowledge management, Non-profit and health care and government consulting. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 630: Emergency Planning and Preparedness. 3 credits.

Provides an understanding of the issues associated in developing plans and policies to prepare for disasters, both natural and man made. Overview of nature of challenges posed by different kinds of disasters;

discussion of regulatory requirements, sample plans, equipment requirements, collateral and mutual aid support agreements, and methods for testing and updating plans. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 631: Disaster Response Operations and Recovery. 3 credits.

Explores the principles and practices that promote effective disaster response operations and management. Examines nature of disasters, models for response operations in the United States and roles and responsibilities of various emergency management-related organizations. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 632: Terrorism: Theory and Practice. 3 credits.

Introduces students to the subject of terrorism including the history and evolution of terrorism, case studies of key terrorist groups, the current nature of the terrorist threat, and counterterrorism strategies. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 633: Hazard Mitigation Policy. 3 credits.

Examines the complex interplay and policy approaches to hazard prevention and protection of known hazards in terms of land use, zoning, infrastructure, and building code management. Focuses on understanding the relative roles of proactive policy design

and implementation at the federal, state, and local levels of government. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 634: *Management of International Security*. 3 credits.

Examines theory and practice of managing international security. Emphasizes interplay of organizational structure and bureaucratic dynamics in international context. Presents theory and practice of crisis management, and coordination and comparison of security methods and techniques. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 635: *Emergency Preparedness: Interagency Communication and Coordination*. 3 credits.

Considers complex relationships within governments and across sectors and levels of government for effective emergency management in planning, response, recovery, and mitigation phases. Explores intergovernmental management and network management theories and research to understand the nature of interorganizational problems and potential models for collaboration. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 636: *The NGO: Policy and Management*. 3 credits.

Explores unique aspects of nonprofit organizations operating in international environments, particularly in relief and development work. Examines relationship between NGO and U.S. and foreign governments. Covers international philanthropy; cross-cultural understanding; and key managerial concerns such as communications, planning, human resource management, control, group process, and project evaluation. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 637: *Managing Homeland Security*. 3 credits.

Focuses on the Department of Homeland Security and will cover the statutory law that provides the foundation for the department, the resources appropriated to the department, the determination of strategy and priorities, the development of operational capacity, and other challenges associated with top-level (secretarial) management of the department and its principal bureaus. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 642: *Environmental Policy*. 3 credits.

In-depth examination of environmental policy making. Examines U.S. efforts from 1970 to present to mitigate pollution of nation's air, land, and water; and addresses issues of global concern including biodiversity loss, ozone depletion, and climate change. Offered by Schar Public Policy/Admin. May not be repeated for credit. Equivalent to EVPP 642.

Specialized Designation: Green Leaf Focused Course

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 644: *Public Policy Models*. 3 credits.

Approaches to modeling policy problems. Includes analysis and comparison of dominant paradigms in policy sciences. Reviews assumptions and implications of different models and their utility for analysis, implementation, and evaluation. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: PUAD 540.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 645: *Policy Analysis*. 3 credits.

Introduces concepts and techniques for formal policy analysis, development of skills in applying policy analysis techniques through case studies, and exploring legitimacy and utility of policy analysis. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Required Prerequisites: GOVT 511^{B-} or PUBP 511^{B-}.
^{B-} Requires minimum grade of B-.

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 649: *Advocacy and Lobbying*. 3 credits.

Explores how nonprofit organizations advocate and lobby for social change. Considers the different steps in the advocacy process and the broad range of strategies used by non profits seeking to influence public policy. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 651: *Virginia Politics, Policy, and Administration*. 3 credits.

Cultural, demographic, constitutional, and socioeconomic environment of public administration in Virginia. Covers governmental agencies, legislative functions, executive leadership, staff agencies, state-local relationships, intrastate regionalism, administrative customs peculiar to Virginia. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: PUAD 502.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 652: *Leading in the Nonprofit Sector*. 3 credits.

Introduces students to a broad range of nonprofit leadership issues. Examines the challenges leaders face within nonprofit organizations and considers how nonprofit staff lead in communities. Also explores critical nonprofit issues which those aspiring to leadership in the nonprofit sector should be informed and have opinions about, such as the argument that there are too many nonprofit organizations or that more philanthropy should be directed to helping the poor. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 654: *The Community, Marketing, and Public Relations*. 3 credits.

Focuses on marketing concepts and communications issues of nonprofit organization as they apply to identifying market, ability to formulate public image and reputation, and capability to raise money and retain membership or volunteers. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: PUAD 502 or 505.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 655: *Nonprofit Fund Raising and Resource Development*. 3 credits. Explores how nonprofit organizations raise funds from a variety of sources, including: fees for service and other enterprise activity; federal, state, and local governments; and private donations from individuals, foundations, and corporations. Also considers how nonprofits manage the fundraising process within their organizations. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: PUAD 502 or 505.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 657: *Association Management*. 3 credits.

Practical application of management theory in context of professional and trade associations. Covers legal structures, tax-exempt status, and general organizational structure. Topics include volunteer management, budgeting and accounting practices in associations, fund raising, media relations, media and event planning, and human resource management. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: PUAD 502 or 505.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 658: *Social Entrepreneurship and Social Enterprise*. 3 credits.

Explores innovative approaches for addressing social problems. Organized around the steps in the entrepreneurial process: identifying social needs, formulating program strategies, mobilizing resources, managing growth tracking results, and maximizing impact. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 659: *Nonprofit Law, Governance, and Ethics*. 3 credits.

Overview of nonprofit governance as well as basic contract, labor, and tax law issues within nonprofit corporation law. Covers relationship between board and executive, and ethics topics typical to nonprofit organizations such as self-dealing, fiduciary responsibility, and human resource issues. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 660: *Public and Nonprofit Accounting and Finance*. 3 credits.

Studies fundamental normative debates in public and nonprofit financial management arena with focus on resulting implementation principles and techniques in governmental accounting, financial reporting, budget and revenue decisions, debt management, cash and investment management, pensions and employee benefits, and risk management. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: Course open only to admitted MPA or Association/ Nonprofit Management Certificate students.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus or Senior Plus.

Enrollment is limited to students with a major in Association Management, Nonprofit Management or Public Administration.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 661: Public Budgeting Systems. 3 credits.

Survey focusing on policy and theoretical framework of revenue and expenditure choices at all levels of government. Topics include development, theories, structure of budgeting; political, economic, and managerial aspects of public budgeting; public policy implications; and budgetary reform movements and successes and failures. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 662: National Budgeting. 3 credits.

Examines formulation of overall national fiscal policy and budgetary priorities through presidential and congressional budget processes, including decisions over spending and revenues. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 663: State and Local Budgeting. 3 credits.

Introduces state and local government budgeting including principal actors and institutions inside and outside state and local governments that play role in budget development, appropriation, implementation, and auditing. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 664: Nonprofit Financial Management. 3 credits.

Covers nonprofit financial management with attention to conflicts between social mission and financial entrepreneurship. Topics include

mission, budgeting, fund raising, commercial programs, investments, accounting and information systems, financial reporting, auditing, and internal control. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: Admission to MPA, certificate in association management, or certificate in nonprofit management.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 670: Human Resources Management in the Public Sector. 3 credits.

Overview of range and complexity of functions, responsibilities, and expectations of human resource staff and line managers in public sector. Focuses on human resources management in context of political, legal, and managerial systems. Human resource functions, such as hiring, performance, and development, are also presented. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: PUAD 502.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 671: Public Employee Labor Relations. 3 credits.

Public employee labor relations, including unionization, representational elections, bilateral policy negotiations, administration of agreements, management rights, union and membership security, strike issue and grievance procedures, impact on public administration, and assessment of future developments. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 672: *Human Resources Reforms for Public Administration*. 3 credits. Explores recent reforms in human resources management in federal, state, and local governments. Covers pay for performance systems, flexible assignment patterns, incentives for productivity, work-life balance, job design, and changes resulting from higher levels of contracting for government programs. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 679: *Leadership Skills for the 21st Century*. 3 credits.

The class is premised on the belief that an individual's leadership capabilities can be enhanced by better understanding and practicing day-to-day leadership skills which can be used in the workplace. The academic literature on leadership will also be discussed. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 680: *Public Technology Management*. 3 credits.

Explores the implications and principles of information management technologies for public and nonprofit managers, including the role of eGovernment, citizen engagement, Web 2.0 and social media, digital service delivery, open and big data, cyber security awareness, augmented decision making through AI, the exploration of how policy and technology intersect, and how technology can be best managed through various governance models. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 691: *Justice Program Planning and Implementation*. 3 credits.

Covers development and construction of organizational systems to implement government policies and programs. Emphasizes dealing with real-world challenges, constraints, and opportunities to create feasible plans, performance-monitoring systems, and secure multiple agency coordination. Applications of planning and implementation principles to actual projects in justice agencies. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: PUAD 502 and 509.

Registration Restrictions:

Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Junior Plus, Non-Degree or Senior Plus.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

700 Level Courses

PUAD 700: *Ethics and Public Administration*. 3 credits.

Topics of ethical dimensions including constitutionalism, democratic values and traditions, standards of conduct and ethics, and conflicting values of public officials and social equity of public programs. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Required Prerequisites: (PUAD 502^B) and (PUAD 511^B, POGO 511^B, PUBP 511^B or PUAD 611^B) and (PUAD 520^B or 620^B) and (PUAD 540^B or 640^B).
^B Requires minimum grade of B.

Enrollment is limited to students with a major in Nonprofit Management or Public Administration.

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 701: *Cross-Cultural and Ethical Dimensions of International Management*. 3 credits.

To be taken in final two semesters of MPA program. Examines normative issues in management of programs in international context. Emphasizes interplay of cultural, sociopolitical, legal, and ethical factors, and management and policy problems arising from conflicting goals, values, and inequities among nations and regions. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: To be taken during final semester of student's MPA program.

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 703: Collaborative Public Management. 3 credits.

Examines design and management of public service programs relying on various levels of government, the nonprofit and private sectors for delivery, with focus on organizational networks, their management, and tools (e.g., contracts, grants, loans, regulation, and tax credits). Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Required Prerequisites: (PUAD 502^B) and (PUAD 511^B, POGO 511^B, PUBP 511^B or PUAD 611^B) and (PUAD 520^B or 620^B) and (PUAD 540^B or 640^B).
^B Requires minimum grade of B.

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 720: Performance Measurement. 3 credits.

Methods used by managers to systematically assess performance. Includes practical tools such as focus groups, survey research, cost/benefit analysis, benchmarking, and comparison methods for revealing outcomes and impacts. Prepares managers to use information more effectively in developing programs and services and formulating policy, and covers reporting techniques to communicate performance results. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 727: Seminar in Risk Assessment and Decision Making. 3 credits.

Examines decision making under risk and uncertainty. Readings introduce major intellectual perspectives on topic and are drawn from variety of disciplines, including biology, economics, law, and psychology. Emphasizes making actual decisions under uncertainty. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: 12 graduate credits.

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 729: Issues in Public Management. 3 credits.

Current issues in management of public organizations in contemporary American government. Includes practical applications of theories and analysis to managerial problems. Emphasizes competence in improving management in selected government settings. Notes: May be repeated for credit when topic is different. Offered by Schar Public Policy/Admin. May be repeated within the term.

Specialized Designation: Topic Varies

Recommended Prerequisite: PUAD 502 and 9 graduate credits.

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 730: Professional Development Workshop. 1-3 credits.

Explores external and internal factors reshaping public and nonprofit organizations. Investigates processes and techniques that managers and staff can use to respond to rapid environmental change. Emphasizes case studies and application of techniques and processes. Offered by Schar Public Policy/Admin. May be repeated within the term for a maximum 12 credits.

Specialized Designation: Topic Varies

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 731: Homeland/Transportation Security Administration. 3 credits.

Examines the terrorist attacks of 9/11, the vulnerabilities of the aviation security system at that time, reasons why elected leaders and officials did not act more decisively to improve security before 9/11, and the policy and administration responses to the 9/11 attacks, including the creation of the Transportation Security Administration and the Department of Homeland Security. Includes the development of radical Islam and the rise of Osama bin Laden and Al Qaeda. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 738: *Issues in International Security*. 3 credits.

Examines issues of topical interest in general area of international security. Possible topics include nuclear strategy, disarmament, American defense policy, and international terrorism. Notes: May be repeated for credit when topic is different. Offered by Schar Public Policy/Admin. May be repeated within the term.

Specialized Designation: Topic Varies

Recommended Prerequisite: PUAD 504 and 9 graduate credits.

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 739: *Issues in International Management*. 3 credits.

Examines significant current issues in public international management. Emphasizes practical applications of theories and analysis of problems in public international management arena, and competence in improving management practices in international management settings. Notes: May be repeated for credit when topic is different. Offered by Schar Public Policy/Admin. May be repeated within the term.

Specialized Designation: Topic Varies

Recommended Prerequisite: PUAD 502 and 9 graduate credits.

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 749: *Issues in Public Policy*. 3 credits.

Examines significant issues in public policy in contemporary American government. Emphasizes practical applications of theories and analysis to policy problems, and competence in improving policy analysis in selected government settings. Offered by Schar Public Policy/Admin. May be repeated within the term.

Specialized Designation: Topic Varies

Recommended Prerequisite: PUAD 502 and 9 graduate credits.

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Post-Baccalaureate or Non-Degree Undergraduate degrees may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 758: *Environmental Politics*. 3 credits.

Evolution and current state of environmental policy making. Includes history, strengths, and weaknesses of key U.S. environmental laws and central international environmental agreements. Introduces analytical approaches, including cost-benefit and risk analysis. Discusses economic incentives and normative considerations. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 759: *Issues in Local Government Administration*. 3 credits.

Management and policy formulation in American local governments. Addresses environments, institutions, and actors involved. Examines contemporary problems such as education, criminal justice, transportation, land use, economic development, and environmental impact. Notes: May be repeated with different topic. Offered by Schar Public Policy/Admin. May be repeated within the term.

Specialized Designation: Topic Varies

Recommended Prerequisite: PUAD 502 and 9 graduate credits.

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 769: *Issues in Public Financial Management*. 3 credits.

Current issues in budgeting and financial management in contemporary American government. Emphasizes practical applications of administration and management issues and policy choices at all levels of government. Notes: May be repeated for credit when topic is different. Offered by Schar Public Policy/Admin. May be repeated within the term for a maximum 15 credits.

Specialized Designation: Topic Varies

Recommended Prerequisite: PUAD 502 and 9 graduate credits.

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 781: *Information Management: Technology and Policy*. 3 credits.

Examines challenges that organizations encounter as they move to a more technologically sophisticated information and communication environment. Studies organizational policy issues evolving from new

technologies, including privacy, security, authentication, content control, intellectual property, and taxation, focusing on effectiveness of previous policy solutions and analyzing proposed solutions. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: PUAD 680 or Permission of Instructor.

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Lecture

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 790: Justice Organization and Administration. 3 credits.

Examines organization and administration of justice and security organizations. Covers organization theory and behavior as applied to justice and security organizations. Offered by Schar Public Policy/Admin. May not be repeated for credit. Equivalent to CRIM 740.

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 791: Justice Program Evaluation. 3 credits.

Practical exploration of assessment techniques used to study need for and consequences of justice programs and policies. Covers needs assessments, process, and impact evaluations. Includes design and measurement issues for assessing performance of justice programs, and interpreting and presenting results. Emphasizes designing program evaluation for justice agency. Offered by Schar Public Policy/Admin. May not be repeated for credit. Equivalent to CRIM 781.

Recommended Prerequisite: PUAD 511 and 612.

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 792: Advanced Seminar in Applied Public Administration Research. 3 credits.

An applied research experience. Students will apply skills in problem definition, issue framing, collection of data and information, interviewing, selection and analysis of alternatives, presentation of findings and recommendations, design of implementation tools and administrative procedures and organizations, report writing and oral presentation to policymakers. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: 30 PUAD credits and permission of instructor.

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 793: Conduct of Justice Organizations at the Street Level. 3 credits.

Explores how justice organizations behave at lowest levels, where service is delivered and discretion is greatest. Includes suspects, victims, witnesses, police officers, prison guards, parole officers, attorneys, and others who interact with the justice system. Offered by Schar Public Policy/Admin. May not be repeated for credit. Equivalent to CRIM 741.

Recommended Prerequisite: CRIM 740/PUAD 790 or permission of instructor.

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 795: Leadership in Justice and Security Organizations. 3 credits.

Examines leadership theories, and explores fundamental questions about leadership in justice and security organizations today. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: CRIM 740, PUAD 790, or permission of instructor.

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 797: Changing Justice and Security Organizations. 3 credits.

Examines challenges of changing justice organizations, how changes have been successfully and unsuccessfully implemented in the past, and what change strategies appear to be most effective. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: CRIM 740, PUAD 790, or permission of instructor.

Registration Restrictions:

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may **not** enroll.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

800 Level Courses

PUAD 821: *Doctoral Seminar in Theories of Organization and Bureaucracy*. 3 credits.

Examines key issues in organization theory and behavior. Issues include organization design; interorganizational coordination, intelligence and decision-making systems; leadership and motivation theories; and theories or organizations as agents of political and social change. Uses case studies. Offered by Schar Public Policy/Admin. May not be repeated for credit.

Recommended Prerequisite: PUAD 520 or equivalent, or permission of instructor.

Registration Restrictions:

Enrollment is limited to Graduate level students.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 840: *Research Seminar in Policy Governance I*. 2-4 credits.

Surveys major institutions that formulate and implement public policy in United States. Examines translation of public preferences into public policy, and decisions about which societal and economic functions are most appropriately carried out by governments, and which are best accomplished by private institutions and individuals. Offered by Schar Public Policy/Admin. May not be repeated for credit. Equivalent to POGO 840, PUBP 840.

Recommended Prerequisite: Admission to the doctoral program or permission of instructor.

Registration Restrictions:

Enrollment is limited to Graduate level students.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)

PUAD 841: *Research Seminar in Policy Governance II*. 2-4 credits.

Second of two-semester sequence (PUAD 840, 841) in governance and public management policy concentration. Focuses on division of responsibilities among several levels of government, and between public and private sectors. Explores impact of these divisions on development of public policy in several policy areas, such as urban governance, environmental policy, and health care. Offered by Schar Public Policy/Admin. May not be repeated for credit. Equivalent to PUBP 841.

Recommended Prerequisite: Admission to doctoral program.

Registration Restrictions:

Enrollment is limited to Graduate level students.

Schedule Type: Seminar

Grading:

This course is graded on the Graduate Regular scale. (<https://catalog.gmu.edu/policies/academic/grading/>)