FOUNDATION COURSEWORK

To develop a strong foundation of cross-disciplinary knowledge for working in the broad domain of public affairs, CIPA Fellows all take coursework in three complementary subject areas:

1. Administrative, Political and Policy Processes -- how public affairs are conducted and the processes by which policies are made and carried out.

2. Economic Analysis and Public Finance - how to allocate scarce resources among alternative uses in public affairs.

3. Analytical Methods for Public Affairs - how options and results in public affairs are determined and evaluated. (Note that while most methods used in public affairs are quantitative, rigorous qualitative and spatial analysis can also be studied within this area of competence.)

To fulfill their foundational course requirements, Fellows will each take three courses in each of these three subject areas, for a total of nine courses. As seen from the listings below, there is quite a diversity of courses in each of these areas, so Fellows have considerable scope for selecting a set of courses that they think will meet their respective needs and objectives. It is important for Fellows to have some rationale for their combination of courses in an area, rather than just select among the listed courses to 'meet requirements.' That is an undergraduate approach, not appropriate for a professional master's course of study.

To give Fellows some exposure to the way that CIPA core faculty integrate knowledge across multiple disciplines for addressing problems in public affairs, Fellows must take at least one of their three courses in each foundation area from a member of the core faculty. All of the courses that are listed in this first section below as 'foundational' relate knowledge across disciplines with some application to public affairs; however, the courses taught by core faculty, as listed below, are planned to be particularly suitable for CIPA Fellows for getting an integrative grounding for understanding and analysis of public affairs.

Fellows should therefore enroll in at least one of the foundation courses taught by core faculty in each of the three foundation areas at some point during their four semesters in the program, although we encourage CIPA fellows to complete their core foundation courses during their first year. This requirement creates a loose but identifiable core to the CIPA curriculum. It is a flexible requirement that Fellows shape according to their respective goals. These 'core foundation' courses also provide opportunities for Fellows to get better acquainted with each other, learning and working together as a cohort, although not in isolation since the courses are not limited to CIPA Fellows.
Foundation Courses Taught by Core Faculty

Administrative, Political, and Policy Processes

CIPA graduates should have a good understanding of (a) how objectives are and should be formulated and pursued within public sector and non-profit organizations serving the public good, and in private and other organizations that attempt to influence public decisions; (b) how public purposes and values can be advanced strategically through the utilization of available recourses, organization and skills, cognizant of legal, ethical and professional obligations; and (c) the interplay between politics and administration within the public affairs arena in which they expect to work (international, national, state, local, private, nonprofit).

CRP 6012 Legal Aspects of Public Agency Decision Making
Booth
Fall semester
This course introduces the application of legal concepts to decision-making processes conducted by governmental agencies, particularly at the federal level. It explores how constitutional law, statutory law, and judge-made law shape agency decisions. Attention is given, for example, to roles agencies play in American government, differences between rule-making proceedings and adjudications, rights of parties to obtain judicial review of agency decisions, how judges review factual and legal determinations by agency officials, and the rights of parties appearing before agencies.

GOVT 6171 The Politics of Public Policy
Mettler
Spring semester
This course entails the examination and evaluation of a variety of approaches to policy analysis, all of which are united by their inclination to take politics seriously. Readings have been included that comprise variations of rational choice, institutionalist, historical, behavioral, and interpretivist analyses. The first part of the course examines different models of the policy process that may inform policy analysis. The second part of the course investigates policymaking processes and institutions and examines stages of the policy process, including public mobilization, policy definition, agenda setting, and policy design and implementation. Special attention is given to the American system, focusing on policymaking institutions, processes and outcomes in that context, but Fellows who focus on other nations or on the international system may also find the course useful. The course concludes with an examination of how policies, once created, may in turn restructure political processes and shape policies adopted subsequently. This is a PhD.-level seminar in Government that is open to Fellows with adequate reparation in political science— instructor permission required for enrollment.

Note: Prof. Mettler is not currently a CIPA core faculty because of departmental commitments, but this course is included as a core foundation course because its content and her previous employment on the faculty of the Maxwell School at the University of Syracuse.
GOVT 6927  Planning and Management of Agricultural and Rural Development (also IARD 6030)
Uphoff
Spring semester
Reviews experience and approaches for the planning and implementation of agricultural and rural development in a range of developing countries, with particular attention to contemporary issues of participation, decentralization, local institutions, capacity-building, civil society, social capital, and empowerment. Case studies from Asia, Africa, and Latin America.

HE 6010  Public Administration
O’Toole
Fall and Spring semesters
This course prepares Fellows to work within government departments and agencies, state and local authorities, and nonprofit public benefit corporations; and with private firms working in the public interest at the interface with governments and public benefit corporations. While the emphasis is on local and mid-size organizations, some material will address international and domestic national level organizations. This course is recommended as a first year course as it prepares Fellows to conduct research on public organizations leadership and management and to be effective in public careers. It also prepares upper-level undergraduate students for internships and entry into public-sector careers.

HE 6011  International Public and NGO Management
Mathiason
Fall semester
This course develops from a general discussion of the differences between management of international public and NGO organizations and similar organizations at the national level or below, through an examination of the management process in the context of results-based management, which is the dominant approach taken in both public and non-governmental organizations. It then examines the application of analysis methods to specific organizations. The goal is to provide students with the tools to be intelligent consumers of international services, effective participants in their governance and, at an introductory level, how to evaluate them.

ILRHR 6605 Non-profit Finance, Management and Leadership
Grasso
Fall semester
Provides students with a practitioner’s focus on financial and managerial issues in the nonprofit sector, including universities, hospitals, government agencies, and foundations. The course will include an overview of nonprofit financial statements, debt issuance, endowment management, credit analysis, organizational governance issues, strategic planning, industry trends, executive compensation, and philanthropy. Students will gain a comprehensive overview of all critical aspects of nonprofit management. A research paper will get students to focus on a particular nonprofit sector (e.g., environmental organizations, trade unions, private foundations) or on a functional area (e.g., endowment management, philanthropy, organizational governance).
PAM 3440 Regulating Financial Institutions
Tennyson
Fall Semester
Examines financial institutions and the way that these institutions are regulated in the United States and in other countries. The course provides a history and overview of regulatory institutions, considers the intent of regulatory policies, and evaluates regulatory outcomes. An important focus is on current public policy issues relating to financial institutions regulation.

Outcome 1: Describe the motivation, evolution and experience of financial institutions regulation, from an economic perspective.

Outcome 2: Compare regulation of financial institutions in the U.S. and other countries.

Outcome 3: Describe and discuss specific elements of the regulation of U.S. financial institutions as contained in current legislation and rules.

Outcome 4: Analyze the efficiency and distributional consequences of financial regulations, using the tools of microeconomics.

Outcome 5: Describe the distinctions and interrelationships between the various regulatory agencies with oversight of U.S. financial institutions.

Outcome 6: Critically analyze the performance of the U.S. financial regulatory system.
Economic Analysis and Public Finance

CIPA graduates should have a solid foundation of knowledge in economics and public finance. In economics this includes understanding of supply and demand, marginal analysis, the price mechanism, and market structures, as well as standard rationales for government intervention in the marketplace. Such rationales include externalities, public goods provision, income redistribution and information asymmetries, among others. In public finance, CIPA fellows should understand government finance, government expenditures and budget processes, welfare economics, and social cost-benefit analysis for projects and policies. Fellows should understand the value of basic economic concepts for understanding and assessing human interactions and public policy. CIPA fellows should have competence in microeconomics and public economics and, depending on career interests, in one or more other fields of economics such as macroeconomics, labor economics, regulatory economics, environmental economics, development economics and international economics.

AEM 4300  International Trade Policy
Chau
Prerequisites: CRP 5122 or an alternative intermediate microeconomics course. Examines the economic principles underlying international trade and monetary policy, and the policies, practices, and institutions that influence trade and foreign exchange markets. Also emphasizes applications to current topics in international trade policy, to trade in primary commodities, and to both developed and developing countries.

AEM 4420  Emerging Markets
Christy
Prerequisites: CRP 5122 or ECON 3030. Provides a framework for examining the effectiveness of marketing strategies in economies in transition and identifying the challenges and opportunities for firms in low income economies to access industrial markets. Appraises the risk of entering markets in low-income economies and assesses the political, legal, cultural, and economic forces. Analyzes and discusses case studies of companies.

AEM 6320  Open Economy Analysis: Theory and Applications
Chau
Spring semester
Prerequisites: ECON 3030/CRP 5122 or permission of instructor. Explores both recent theoretical and methodological advances as well as practical applications in analyzing current topics and issues in open economies. Brings together research methods pertinent to open economy macroeconomics and international trade policies to give students a basic understanding of how different aspects of contemporary debates are analyzed in practice.

CRP 5122  Intermediate Microeconomics for Public Affairs
Brooks
Fall semester
No prior knowledge of economics necessary. This course is designed for CIPA Fellows who have taken little or had no prior microeconomics coursework. This is a course covering the intermediate level microeconomic theory necessary to understand the many applications of economics presented in subsequent courses you will take as a CIPA fellow. The primary learning goals of this course are (1) to learn the core concepts of microeconomics and (2) to develop your analytical problem-solving skills. This course differs from typical intermediate-level microeconomic courses in that there will be more emphasis on the role of policy and the public sector in the economy, although understanding the role and importance of markets will remain central.
Fields
Spring semester
Prerequisites: ILRLE 2400, ILRLE 5400, CRP 5122, ECON 3030 or intermediate microeconomics equivalent. The first half of the course is on income distribution and economic development, focusing on both theory and evidence. The second half is on labor markets in a globalized world.

ILRLE 5400 Labor Economics
Fields
Fall semester
Prerequisites: ECON 1110-1120 or equivalent (and not open to Fellows who have taken NBA 5440). A course in labor-market economics for prospective managers in the corporate, union, and governmental sectors. It begins with demand and supply in labor markets, presenting market-level analysis and the decision tools for workers and firms. It then goes on to consider various topics for managers including education and training investments, the interdependence of capital-market and labor-market decisions, pay and productivity, attracting and retaining talent, workplace metrics, and pensions and retirement. The final section of the course covers public policy issues including policy evaluation methods, unemployment, poverty and inequality, and discrimination.

PAM 3440 Regulating Financial Institutions
Tennyson
Fall Semester
Examines financial institutions and the way that these institutions are regulated in the United States and in other countries. The course provides a history and overview of regulatory institutions, considers the intent of regulatory policies, and evaluates regulatory outcomes. An important focus is on current public policy issues relating to financial institutions regulation.

Outcome 1: Describe the motivation, evolution and experience of financial institutions regulation, from an economic perspective.

Outcome 2: Compare regulation of financial institutions in the U.S. and other countries.

Outcome 3: Describe and discuss specific elements of the regulation of U.S. financial institutions as contained in current legislation and rules.

Outcome 4: Analyze the efficiency and distributional consequences of financial regulations, using the tools of microeconomics.

Outcome 5: Describe the distinctions and interrelationships between the various regulatory agencies with oversight of U.S. financial institutions.

Outcome 6: Critically analyze the performance of the U.S. financial regulatory system.
PAM 3400  Economics of Consumer Policy
Tennyson
Spring semester
Familiarizes students with the economic analysis of consumer policy issues. Uses the tools of microeconomic analysis to investigate the interaction between government and the marketplace, with an emphasis on how that interaction affects consumers. Examines the rationale for and effects of regulation of industry. Considers alternative theories of regulation, including the capture, economic, and public interest theories. Applies those theories to specific types of regulation, including economic regulation of specific industries (e.g., telecommunications, electricity, trucking, railroads, postal services) as well as to broader social regulation (e.g., health, safety, environmental). The effects of regulatory reform in numerous industries are also examined. An attempt is made to examine current topics relating to consumer policy.

PAM 5170 Market Regulation and Public Policy
Geddes
Fall semester
Prerequisite: CRP 5122, ECON 3030 or equivalent.
This course provides an overview of basic topics in the economics of regulation. It uses the tools of microeconomics to investigate the interaction between government and the marketplace, with an emphasis on how that interaction affects consumers. The rationale for and the effects of regulation of markets will be examined. Alternative theories of government intervention in the marketplace will be considered, including public interest theories such as externalities and public goods, as well as private interest theories such as redistribution and regulatory capture. The theories will be applied to specific types of regulation, including individual industry regulation (e.g. electricity, transportation, postal services, financial services), as well as broader social regulation (e.g. health, safety, environmental). Methods of government intervention including direct regulation, government enterprise, and the liability system, will also be considered. Current regulatory issues will be used as examples. Students will also become familiar with the major regulatory institutions and the distribution of regulatory responsibility between local, state and federal governments in the United States.
Quantitative Methods and Analytics

The Guiding Principle for the Quantitative Methods and Analytics Foundation area:

Professionals in the public affairs arena must be able to define and assess a problem and then choose appropriate tools or methods to determine and evaluate both solutions and impacts. A key part of analytical training is to develop the ability to identify appropriate methods for a given problem and gain confidence in applying them in real-world situations. CIPA graduates should recognize that quantitative skills and analytical modeling techniques are often necessary complementary elements to qualitative methods that must be considered for policy research, evaluations, and decision making in the public sector. Competency areas for our MPA students include (1) understanding inferential statistics, econometrics and related empirical methods; (2) using conventional and modern techniques for data collection (e.g., experiment design and survey sampling), analysis and modeling; (3) formulating policy analysis and evaluation models using an array of methods and tools including mathematical optimization, decision science, operations research and benefit-cost analysis; and (4) communicating results from such analysis effectively to decision makers, multiple stakeholders, and the general public.

HE 6017  Public Systems Modeling
Loucks
Fall semester
An introduction to the art of model building and use, especially related to public sector planning and management issues. The course focuses on the quantitative systems approach for identifying and evaluating alternative possible decisions and their physical, economic, environmental, and social impacts. Modeling methods include various deterministic and probabilistic optimization and simulation models, decision analysis, evolutionary search algorithms, and statistical models applied to a variety of public sector issues. The aim of all of this “modeling technology” is to help us generate and communicate information that can assist and better inform public decision-making.

CRP 5250  Introductory Methods of Planning Analysis
Donaghy
Spring semester
Quantitative and qualitative analysis of neighborhoods, cities, and regions. Focus is on data from various regions of the United States, but tools are applicable throughout the world. They include descriptive and inferential statistics, mapping, and observation. Required lab exposes students to essential microcomputer applications and builds skills in writing and analysis.

CRP 5450  Inferential Statistics for Planning and Public Policy
Brooks
Fall and Spring semester
This course is an introduction to the inferential statistical methods and econometrics/regression analysis needed to understand empirical public policy and planning research and to do basic applied public policy analysis. The statistical concepts are illustrated using data and examples primarily from the fields of public policy and planning. CIPA fellows who choose this course should not take another introduction to statistics course such as ILRST5100 or 5110.
Other Appropriate Courses in the Foundation Areas

To strengthen their foundational preparation for careers in public affairs, Fellows will also take two courses under each heading, bringing their total number of foundational courses up to three in each category, having by graduation a total of nine foundation courses. For these six foundation courses CIPA fellows may request substitution with other relevant courses with the approval of their advisors or a petition.

**Administrative, Political, and Policy Processes**

- AEM 4310 Agricultural and Food Policy
- AEM 4450 Food Policy for Developing Countries
- ANTHR 6461 Anthropology of Organizations
- CEE 5900 Project Management/Leadership
- CRP 5460 Introduction to Community and Environmental Dispute Resolution
- CRP 6011 Ethics, Development and Globalization
- CRP 6012 Legal Aspects of Public Agency Decision Making
- CRP 6120 Devolution, Privatization, and the New Public Management
- ECON 3800 Economics and the Law
- ECON 4290 Economic Analysis of Politics
- EDUC 5740 Policy and Politics in American School Reform
- EDUC 6610 Administration Leadership and Organizational Change
- GOVT 6121 American Political Development in the 20th Century
- GOVT 6171 Politics of Public Policy
- GOVT 6222 Political Participation
- GOVT 6274 People, Markets, and Democracy
- GOVT 6603 States and Social Movements
- GOVT 6857 International Political Economy
- ILRIC 6330 Global Debates and Comparative Political Economy
ILRLR 6011  Negotiation: Theory and Practice
ILRLR 6012  Managing and Resolving Conflict
ILROB 3201  Organizational Change: Theory and Practice
ILROB 4710  Organizations and Negotiation
LAW 6011  Administrative Law: The Law of the Regulatory State
LAW 6161  Comparative Law: The Civil Law Tradition
LAW 6701  Legislation
LAW 6791  Public International Law
LAW 6844  State and Local Government
PAM 3300  Intermediate Policy Analysis/Cost-Benefit Analysis
PAM 4100  Causal Reasoning and Policy Evaluation
PAM 5310  Ethics, Public Policy in American Society

**Economic Analysis and Public Finance**

In general, courses in this area offered at the 7000-level are for Ph.D. students, and should only be taken by CIPA fellows who have the adequate preparation. Courses at the 6000-level, will generally all have prerequisites and might also be Ph.D. level courses.

AEM 4140  Behavioral Economics and Managerial Decisions
AEM 6300  Policy Analysis: Welfare Theory, Agriculture, and Trade
AEM 7350  Public Finance: Resource Allocation and Fiscal Policy
AEM 7670  Financial Globalization
ECON 3010  Accelerated Microeconomics
ECON 3020  Accelerated Macroeconomics
ECON 3030  Intermediate Microeconomic Theory
ECON 3040  Intermediate Macroeconomic Theory
ECON 4210  Money and Credit
ECON 4220  Financial Economics
ECON 4260  Public Finance: The Microeconomics of Government
ECON 4270  Public Finance: Resource Allocation and Fiscal Policy
ECON 4510  International Trade Theory and Policy
ECON 4560  Development Economics
ECON 4660  Behavioral Economics
ECON 4840  Policy Analysis: Welfare Theory, Agriculture and Trade
ECON 6090  Microeconomic Theory I
ECON 6100  Microeconomic Theory II
ECON 6130  Macroeconomics I
ECON 6140  Macroeconomics II
ECON 7360  Public Finance: Resource Allocation and Fiscal Policy
ILRHR 6505  Nonprofit Finance, Management and Leadership
ILRLE 3440  Development of Economic Thought and Institutions
ILRLE 6420  Economic Analysis of the Welfare State
NBA 5240  Macroeconomics and International Trade
PAM 3300  Intermediate Policy Analysis/Cost-Benefit Analysis
PAM 5470  Microeconomics for Management and Policy
PAM 6370  Microeconomics for Policy Analysis
Quantitative Methods and Analytics
The first sections of courses listed below cover inferential statistics, econometrics and related empirical methods. The second section lists courses in policy modeling which includes operations research, optimization and management science. The third section lists courses that cover qualitative analytical methods and evaluation. The last section lists courses in spatial analytical methods including GIS

Inferential Statistics and Econometrics: Introductory Courses
Please note: These courses tend to cover similar material. You will want to assess the content and level of these courses before registering for them to choose the one that is best for you. The Core Foundation course CRP 5450 is the course covering this material that is recommended for CIPA fellows with little or no prior background in inferential statistics.

CRP 5450  Inferential Statistics for Public Policy and Planning (Core)
ECON 3110  Probability Models and Inference for the Social Sciences
ECON 3125  Statistics and Applied Econometrics
ECON 3130  Introduction to Statistics and Probability
DSOC 5630  Using Statistics to Explore Social Policy and Development
ILRST 5100  Statistical Methods for the Social Sciences
ILRST 5110  Statistical Methods for the Social Sciences II
ILRST 6100  Statistical Methods I
SOC 6010  Evaluating Statistical Evidence

Inferential Statistics and Econometrics: More Advanced [these courses will most likely have a statistics prerequisite.]
These courses are good choices for CIPA fellows who have already taken an inferential statistics course either as a CIPA fellow or as an undergraduate.

AEM 4110  Introduction to Econometrics
DSOC 6190  Quantitative Research Methods
ECON 3120  Applied Econometrics
ECON 3140  Introduction to Econometrics
ILRST 6190  Topics in Social Statistics
PAM 3100  Multiple Regression Analysis
PAM 5690  Regression Analysis and Managerial Forecasting
Inferential Statistics and Econometrics: Advanced [these courses have either an econometrics prerequisite or are designed for Ph.D. students]

DSOC 6080 Demographic Techniques
ECON 4110 Cross-Sectional and Panel Econometrics
ECON 4120 Time Series Econometrics
ECON 6190 Econometrics I
ECON 6200 Econometrics II
ILRST 4550 Applied Time Series Analysis
ILRLE 7410 Applied Economics I
ILRLE 7420 Applied Econometrics II
NS 6850 Empirical Methods for the Analysis of Household Survey Data: Apps to Health, Nutrition and Education
PAM 6090 Empirical Strategies for Policy Analysis

Quantitative Analysis and Public System Modeling Tools and Methods
Note: HE 6017: Public Systems Modeling and CRP 5250: Introductory Methods of Planning Analysis are excellent Core Foundation courses in this area of quantitative analysis.

AEM 4060 Risk Simulation and Optimization
AEM 4120 Computational Methods for Management and Economics
CEE 3040 Uncertainty Analysis in Engineering
CEE 5970 Risk Analysis and Management
CRP 6210 Quantitative Techniques for Policy Analysis and Program Management
EDUC 6620 Evaluation Design
ORIE 4300 Optimization Modeling
ORIE 4820 Spreadsheet-Based Modeling and Data Analysis
SYSEN 5100 Applied Systems Engineering
Quantitative Analysis and Public Systems Modeling Tools and Methods [these courses are designed primarily for Ph.D. students or have substantial prerequisites]

AEM 7120  Quantitative Methods I
AEM 7130  Dynamic Optimization
ECON 6170  Intermediate Mathematical Economics
GOVT 6019  Methods of Political Analysis I
GOVT 6029  Methods of Political Analysis II
SYSEN 5300  Systems Engineering and Six-Sigma for Design and Operation of Reliable Systems

Qualitative Methods
DSOC 6150  Qualitative Research Methods
HE 6012  Introduction to Evaluation
HE 6013  Evaluation of International Programs and Projects
HE 6014  Mixed Methods for Public and Nonprofit Evaluation
PAM 4100  Causal Reasoning and Policy Evaluation
PAM 6040  Qualitative, Survey and Mixed Method Approaches to Policy Research
SOC 6840  Approaches to Qualitative Methods

Spatial Methods
CRP 4080  Introduction to Geographic Information Systems (GIS)
CRP 6270  Regional Impact Analysis
DSOC 3140  Spatial Thinking, GIS, and Related Methods
DSOC 5600  Analytical Mapping and Spatial Modeling
PAM 5020  Spatial Data Analysis for Public Policy
CONCENTRATION COURSEWORK

Foundational coursework gives Fellows basic and advanced concepts for public policy engagement and analytical tools for planning and evaluation, which Fellows should be able to apply in their respective areas of substantive public-affairs interest.

Each Fellow selects one of the following eight areas of concentration and, with the advice and counsel of his or her advisor, selects a set of five courses that give him or her more in-depth knowledge in chosen aspects of the concentration area. All of the concentrations are broad enough that they cannot be mastered with a set of five courses, but concentration courses of study should give Fellows a degree of specialization and expertise with which they can proceed effectively on a career in public affairs.

Fellows when declaring their concentration are asked to submit a study plan and statement of objectives for their concentration that give it more focus and coherence. This plan and statement should be discussed with the academic advisor before submission by December 1 of the first year of study. Very few sets of courses within a concentration area are the same from Fellow to Fellow because each is meant to be tailored to respective interests and objectives.

There is no right or best set of courses for any concentration because Fellows' backgrounds vary as do their goals. What is important is that serious thought be given to crafting a set of courses that are complementary and that give the respective Fellows a base of knowledge and skills from which they can further improve their professional and personal capabilities over time as experience is added to the fund of formal knowledge acquired in the MPA program.

The last area, social policy, for example, has a number of subareas, and the concentration can focus on one of them (education policy, health policy, policy for an aging population, migration policy, and so forth), or it could combine several focuses into an unique mix. Even concentrations focused on a subarea will not all be the same. The concentration requirement is an opportunity for Fellows to develop their professional identity, recognizing that in the course of a career there can be several changes in focus and direction. CIPA's curriculum is designed to balance generalizable knowledge and skills with more specific applications to particular areas of public affairs.

- Economic and Financial Policy
- Environmental Policy
- Government, Politics and Policy Studies
- Human Rights and Social Justice
- International Development Studies
- Public and Nonprofit Management
- Science, Technology and Infrastructure Policy
- Social Policy
Economic and Financial Policy

CIPA Fellows in the Economic and Financial Policy Concentration address public policy issues in some combination of these two areas. Fellows may study these policy issues at the level of international organizations, national government, state or local governments, non-governmental organizations, or the private sector. Fellows learn about important economic and financial policy issues and analytical methods to address them.

In addition to their nine foundation courses which include three economic analysis courses, CIPA Fellows who select the Economic and Financial Policy concentration take a minimum of five courses related to their specific area of focus. The listing of courses below is organized thematically into four groups. CIPA fellows will usually have a concentration focus within one of these areas but are advised not to concentrate too narrowly and thus to take some coursework in two or three of the areas and, of course, keep their public affairs focus in mind.

- Economic Policy, Public Economics, and Public Finance
- Finance and Financial Policy
- Economic and Financial Management and Decision-Making
- International Economics and Finance

In your CIPA Declaration of Concentration statement, you will provide the rationale that guided you in choosing your proposed set of concentration courses. It is essential that you provide information in that statement about your public policy interests in this area, and how they relate to and are supported by your chosen set of courses. While some of the courses listed for this concentration may not have direct public policy content and instead are courses that focus on economic theory and analysis or finance and accounting most of the courses selected for this concentration must have a policy or public affairs focus appropriate for an MPA degree. CIPA fellows choosing to emphasize Financial Policy should take PAM 3440: Regulating Financial Institutions as either one of their concentration courses or as a foundation course.

Concentrations should not be constituted of courses just from a single school or department because concentrations are expected to provide Fellows with some breadth of perspectives. If a Fellow has good reasons for a 'concentration' of courses drawn from a single school or department, these should be explained and justified in the one-page written statement that accompanies the Declaration of Concentration form. This must be signed by a Fellow's CIPA advisor indicating concurrence in the planned program of study. Such explanation is particularly important if a Fellow wants to take most or all of his/her concentration courses in the Johnson Graduate School of Management and/or other business departments given that an MPA degree program differs from an MBA degree in both purpose and content.

CIPA fellows interested in environmental policy, sustainability and finance within the economic and financial policy area may want to apply to the Environmental Finance and Impact Investment Fellows Program (EFII) which CIPA has established with the Johnson School and Dyson School. For further information, please see the CIPA website: http://www.cipa.cornell.edu/academics/efii/efii.cfm. PLEASE NOTE: CIPA Fellows may elect to substitute other relevant courses, by petition, with the approval of their advisor.
Economic Policy, Public Economics, and Public Finance

AEM 3310 Introduction to Business Regulation
AEM 6300 Policy Analysis: Welfare Theory, Agriculture, and Trade
AEM 6580 Economics and Psychology of Sustainable Business
AEM 6600 Agroecosystems, Economic Development, and the Environment
CRP 5040 Urban Economics
CRP 6050 Urban Public Finance
ECON 4260 Public Finance: The Microeconomics of Government
ECON 4270 Public Finance: Resource Allocation and Fiscal Policy
ECON 4290 Economic Analysis of Politics
ECON 4660 Behavioral Economics
ECON 4800 Economics and the Law
ECON 3350 History of Economic Analysis
ECON 4060 Economic Decisions Under Uncertainty
ECON 3840 Economics of Social Security
ECON 4630 Industrial Policy
ECON 7360 Public Finance: Resource Allocation and Fiscal Policy
ECON 7390 Advanced Topics in State and Local Public Finance
ECON 7570 Economics of Imperfect Information
HE 6015 Public Finance and Project Management
PAM 3130 Behavioral Economics and Public Policy
PAM 3240 Risk Management and Policy
PAM 3300 Intermediate Policy Analysis/Cost-Benefit Analysis
PAM 3340  Corporations, Shareholders, and Policy
PAM 3400  The Economics of Consumer Policy
PAM 3410  Economics of Consumer Law and Protection
PAM 5170  Market Regulation and Public Policy
PAM 5340  Regulation and Infrastructure Policy
PAM 6350  Consumers, Information and Regulatory Policy

**Finance and Financial Policy**

AEM 4230  Contemporary Topics in Applied Finance
AEM 4260  Fixed Income Securities
AEM 4320  Public-Private Sector Economic Linkages
AEM 4620  Technology and Financial Markets
ECON 4210  Money and Credit
ECON 4220  Financial Economics
ECON 4240  Financial Economics, Derivatives, and Risk Management
LAW 6441  Federal Income Taxation
LAW 6461  Financial Institutions [formerly Banking Law]
NBA 5110  Financial Modeling
NBA 5520  Cases in Corporate Finance
NBA 5530  Accounting and Financial Decision-making
NBA 5580  Corporate Financial Policy
NBA 5950  Economics of Financial Crises
NBA 5620  Corporate Governance
NBA 6030  Sustainable Global Enterprise
NBA 6590 Management of Financial Institutions
NBA 6560 Valuations Principles
PAM 3440 Regulating Financial Institutions
PAM 5620 Finance

**Economic and Financial Management and Decision-making**

AEM 3380 Social Entrepreneurs, Innovators and Problem Solvers
AEM 3360 Intermediate Accounting
AEM 3370 Intermediate Accounting II
AEM 4140 Behavioral Economics and Managerial Decisions
AEM 4190 Strategic Thinking
AEM 4210 Derivatives and Risk Management
AEM 4530 Risk Management, Internal Control and Assurance (also called Auditing and Assurance)
AEM 6180 System Dynamics Applications
CRP 6210 Quantitative Techniques for Policy Analysis and Program Management
ECON 4060 Economic Decisions under Uncertainty
ECON 4660 Behavioral Economics
ECON 3810 Decision Theory I
ECON 3820 Decision Theory II
ECON 4010 Game Theoretic Methods
ECON 4020 Game Theory
ILRHR 6505 Non-profit Finance, Management and Leadership
ILRIC 6020 Corporate Social Responsibility
NBA 5020 Managerial Cost Accounting
NBA 5060 Financial Statement Analysis
NBA 5100 Social Entrepreneurship
NBA 5420 Investment and Portfolio Management
NBA 5991 Global Corporate Citizenship
NBA 6030 Sustainable Global Enterprise
NBA 6600 Corporate Social Responsibility
NBA 6710 Business Ethics
NCC 5500 Financial Accounting
NCC 5540 Managing and Leading in Organizations
PAM 3240 Risk Management and Policy
PAM 4330 Topics in Corporations and Policy

**International Economics and Finance**

AEM 4420 Emerging Markets
AEM 4421 Research and Strategy in Emerging Markets
AEM 4290 International Finance
AEM 4350 Political Economy of the WTO and Globalization
AEM 4540 China’s and India’s Growth Miracles
AEM 6320 Open Economy Analysis: Theory and Applications
AEM 7620 Microeconomics of International Development
AEM 7670 Financial Globalization
ECON 3370 The Economy of India
ECON 3380 China’s Economy Under Mao and Deng
ECON 3545 International Finance and Macroeconomics
ECON 4510 International Trade Theory and Policy
ECON 4520 International Monetary Theory and Policy
ECON 4590  Economics of Export-Led Development
NBA 5240  Macroeconomics and International Trade
NBA 5480  Global Business Risk Management
NBA 5900  Business in Emerging Markets
Environmental Policy

CIPA Fellows in the environmental policy concentration should select their courses so as to gain a basic scientific understanding of current issues regarding the restoration and management of our natural environment and sufficient economic and legal knowledge to be able to analyze and formulate domestic and/or international environmental policy. Working in the environmental area is typically a public sector multi-disciplinary endeavor, so it becomes advantageous if one is able to work with scientists, engineers, economists and lawyers in the search for politically feasible solutions to environmental problems.

Environmental concentrations can be applicable in the not-for-profit and private sectors as well. CIPA graduates who focus on environmental policy should be capable of leading, coordinating and using inputs from teams of specialists in the development of environmental management plans and policies. Having some scientific knowledge and competence is a great asset, but this concentration can only provide acquaintance, not expertise in any depth. Some Fellows bring substantive expertise from previous studies and work into their MPA program of study,

CIPA fellows interested in environmental policy, sustainability and finance may also want to apply to the Environmental Finance and Impact Investment Fellows Program (EFII). For further information please see the CIPA website: http://www.cipa.cornell.edu/academics/efii/efii.cfm

In addition to their nine foundation courses, CIPA Fellows who select the environmental policy concentration take a minimum of five courses related to their specific area of focus. The course list below is designed to help fellows develop a particular area of study, but should not limit choices.

PLEASE NOTE: CIPA Fellows may elect to substitute other relevant courses, by petition, with the approval of their advisor.

Sample Introductory Courses Providing Substantive Knowledge in Environmental Science

BEE 3710 Physical Hydrology for Ecosystems

BIOEE 1610 Ecology and the Environment

CSS 3650 Environmental Chemistry: Soil, Air and Water

EAS 2680 Climate and Global Warming

NTRES 2201 Society and Natural Resources
### Suggested Courses for Environmental Policy

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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<tbody>
<tr>
<td>AEM 4500</td>
<td>Resource Economics</td>
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<tr>
<td>AEM 4510</td>
<td>Environmental Economics</td>
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<tr>
<td>BEE 4010</td>
<td>Renewable Energy Systems</td>
</tr>
<tr>
<td>BEE 4750</td>
<td>Environmental Systems Analysis</td>
</tr>
<tr>
<td>BEE 4860</td>
<td>Industrial Ecology of Agriculturally-Based Bio industries</td>
</tr>
<tr>
<td>BEE 4870</td>
<td>Sustainable Energy Systems</td>
</tr>
<tr>
<td>BEE 4890</td>
<td>Entrepreneurial Management for Engineers</td>
</tr>
<tr>
<td>CEE 4540</td>
<td>Sustainable Small-Scale Water Supplies</td>
</tr>
<tr>
<td>CEE 5970</td>
<td>Risk Analysis and Management</td>
</tr>
<tr>
<td>CEE 6025</td>
<td>Special Topics in Environmental and Water Resources Analysis</td>
</tr>
<tr>
<td>COMM 2850</td>
<td>Communication, Environment, Science, and Health</td>
</tr>
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<td>COMM 4560</td>
<td>Community Involvement in Environmental Decisions</td>
</tr>
<tr>
<td>CRP 3840</td>
<td>Green Cities</td>
</tr>
<tr>
<td>CRP 5460</td>
<td>Introduction to Community and Environmental Dispute Resolution</td>
</tr>
<tr>
<td>CRP 5540</td>
<td>Introduction to Environmental Planning</td>
</tr>
<tr>
<td>CRP 5590</td>
<td>Legal Aspects of Land Use Planning</td>
</tr>
<tr>
<td>CRP 5620</td>
<td>Perspectives on Preservation</td>
</tr>
<tr>
<td>CRP 6506</td>
<td>Environmental Planning Seminar: Wilderness and Wildlands</td>
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<tr>
<td>CSS 4100</td>
<td>Environmental Impacts of Agricultural Biotechnology</td>
</tr>
<tr>
<td>CSS 4830</td>
<td>Land, Water, Agriculture, and Environment</td>
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<td>ECON 3800</td>
<td>Economics and the Law</td>
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<td>GOVT 4303</td>
<td>The GMO Debate: Science, Society and Global Impacts</td>
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<td>Course Code</td>
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<tr>
<td>ILRIC 6013</td>
<td>Labor and Social Movement Approaches to Climate Change and Sustainable Development</td>
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<tr>
<td>NBA 5260</td>
<td>Environmental Economics and Management</td>
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<td>NBA 6030</td>
<td>Sustainable Global Enterprise</td>
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<tr>
<td>NTRES 3220</td>
<td>Global Ecology and Management</td>
</tr>
<tr>
<td>NTRES 3240</td>
<td>Sustainable, Ecologically Based Management of Water Resources</td>
</tr>
<tr>
<td>NTRES 3300</td>
<td>Natural Resources Planning and Management</td>
</tr>
<tr>
<td>NTRES 4300</td>
<td>Environmental and Natural Resources Policy Processes</td>
</tr>
<tr>
<td>NTRES 4440</td>
<td>Resource Management and Environmental Law</td>
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<tr>
<td>ALS 4770</td>
<td>Environmental Stewardship in the Cornell Community</td>
</tr>
<tr>
<td>SNES 4960</td>
<td>Internships in Environmental Science</td>
</tr>
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</table>

**6000/7000-Level Courses – these courses generally have prerequisites**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>AEM 6510</td>
<td>Environmental and Resource Economics</td>
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<tr>
<td>AEM 6600</td>
<td>Agroecosystems, Economic Development, and the Environment</td>
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<tr>
<td>AEM 6840</td>
<td>Economics of Biofuels: Implications for the Nexus of Agricultural, Energy, and Environmental Policies</td>
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<tr>
<td>AEM 7500</td>
<td>Resource Economics</td>
</tr>
<tr>
<td>BEE 6940</td>
<td>Water in a Changing Environment: Interdisciplinary Discussions on Todays Human-Natural Water Systems</td>
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<tr>
<td>BEE 7540</td>
<td>The Right to Water</td>
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<tr>
<td>CEE 6200</td>
<td>Water-Resources Systems Engineering</td>
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<tr>
<td>COMM 6210</td>
<td>Advanced Communication and the Environment</td>
</tr>
<tr>
<td>CRP 6012</td>
<td>Legal Aspects of Public Agency Decision Making</td>
</tr>
<tr>
<td>CRP 6890</td>
<td>Cultural Traverse to Sustainable Development</td>
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<tr>
<td>DSOC 6210</td>
<td>Foundations of Environmental Sociology</td>
</tr>
<tr>
<td>LAW 6361</td>
<td>Environmental Law</td>
</tr>
</tbody>
</table>
LAW 6601  Land Use Planning

NTRES 6010 Seminar on Selected Topics in Environmental Social Science and Resource Policy

NTRES 6310 Environmental Governance
Government, Politics, and Policy Studies

CIPA Fellows in the government, politics and policy studies concentration evaluate actionable research and information to address political and social issues in domestic and international contexts. Fellows who elect this concentration develop an advanced understanding of how political management intersects program and resource management in the public sector. Fellows also develop a skills set that allows them to work with elected officials, public managers, and citizens to develop actionable policy goals. This concentration, in particular, focuses on the politics of domestic and international policymaking and administrative processes. Typical career paths pursued by Fellows concentrating in this area include government affairs, legislative analysis, public sector consulting, and international diplomacy.

In addition to their nine foundation, CIPA Fellows who select the government, politics and policy studies concentration take a minimum of five courses related to their specific area of focus. The course list below is designed to help fellows develop a particular area of study, but should not limit choices.

PLEASE NOTE: CIPA Fellows may elect to substitute other relevant courses, with the approval of their advisor.

Specialized Courses in Government, Politics and Policy Studies

COMM 4200 Public Opinion and Social Process

COMM 4280 Communication Law

CRP 5590 Legal Aspects of Land Use Planning

ECON 4040 Economics and the Law

GOVT 3021 Social Movements in American Politics

GOVT 3111 Urban Politics

GOVT 3161 The American Presidency

GOVT 3191 Racial and Ethnic Politics in the U.S.

GOVT 3212 Public Opinion and Representation

GOVT 3363 Post-communist Transitions

GOVT 3383 Comparative Political Economy
GOVT 4041  American Political Development in the 20th Century
GOVT 4141  Causes and Consequences of American Foreign Policy
HIST 4390  Reconstruction and the New South
NBA 5480  Global Business Risk Management
NTRES 4440  Resource Management and Environmental Law

6000/7000-Level Courses -- generally have prerequisites.

COMM 6180  Communication and Persuasion
COMM 6860  Risk Communication
GOVT 6132  The Politics of Inequality in the United States
GOVT 6151  State and Economy in Comparative Perspective
GOVT 6161  Politics of Slow-Moving Crisis
GOVT 6291  Contemporary American Politics
GOVT 6393  Comparative Political Participation
GOVT 6461  Public Opinion
GOVT 6857  International Political Economy
GOVT 6897  International Security Politics
LAW 6011  Administrative Law: The Law of the Regulatory State
LAW 6161  Comparative Law: The Civil Law Tradition
LAW 6661  The Law of the European Union
LAW 6791  Public International Law
Human Rights and Social Justice

CIPA Fellows in the human rights and social justice concentration focus on human rights, which, although often assumed to be universal, remain controversial in domestic and world politics, and on ensuring equal opportunities, before the law and in society at large. What are the political and economic constraints that stand in the way of the full realization of human rights? This concentration explores the relationships between politics and human rights and equity with a social sciences approach.

In addition to their nine foundation courses, CIPA Fellows who select the human rights and social justice concentration take a minimum of five courses related to a specific area of focus within this subject. The course listing below is intended to help Fellows develop a particular area of study, but should not limit choices.

PLEASE NOTE: CIPA Fellows may substitute other relevant courses, with the approval of their advisors.

**Suggested Courses for Human Rights and Social Justice**

- **ASRC 3304**  African-American History: B. T. Washington to B. Obama
- **ASRC 4602**  Women and Gender Issues in Africa
- **CRP 6011**  Ethics, Development and Globalization
- **DSOC 3050**  Education, Inequality, and Development
- **DSOC 4100**  Health and Survival Inequalities
- **ECON 3420**  Income Distribution
- **ECON 3440**  Women in the Economy
- **GOVT 3021**  Social Movements in American Politics
- **GOVT 3635**  Human Rights and Global Justice
- **HD 3570**  Social Inequalities in Physical and Mental Health
- **HD 3840**  Gender and Sexual Minorities
- **ILRLR 3830**  Workers’ Rights as Human Rights
- **ILRLR 4000**  Union Organizing
ILRLR 4820  Ethics at Work
ILRLR 4880  Liberty and Justice for All
ILRLR 6079  Low Wage Workers and the Law
ILRLR 6860  Public Sector Labor Law
NS 4570    Health, Poverty, and Inequality: A Global Perspective
PAM 3150  Social Welfare Policy in the U.S.
PAM 3370  Race and Public Policy
PAM 3610  Mass Incarceration and the Transformation of the United States
PAM 4160  Ethnography of Poverty and Inequality
PAM 4440  Violence against Women: Policy Implications and Global Perspectives
PAM 5040  Immigration and Public Policy
SOC 3570  Schooling, Racial Inequality, and Public Policy in America

6000/7000-Level Courses -- generally have prerequisites
AEM 6420  Globalization, Food Safety, and Nutrition
GOVT 6132  The Politics of Inequality in the United States
CRP 6720  International Institutions
GOVT 6635  Education, Social Justice, and the Law
LAW 7311  Immigration and Refugee Law
LAW 7855  International Human Rights
PAM 6360  Race, Immigration and the Family
International Development Studies

Fellows interested in this concentration are concerned with administrative and policy issues in developing countries. CIPA Fellows in the international development studies concentration can explore a broad range of disciplinary perspectives such as anthropology, demography, economics, regional planning, biotechnology, and legal studies. This concentration helps Fellows understand the broad and specific contexts in which international development decisions are made.

In addition to their nine foundation courses, CIPA Fellows who select the international development studies concentration take a minimum of five courses related to some specific area of concern. Note that some of the foundation courses can also contribute directly to knowledge of international development processes and opportunities. The course listing below, organized thematically to facilitate course selection, is designed to help Fellows develop a particular area of study, but should not limit choices.

PLEASE NOTE: CIPA Fellows may elect to substitute other relevant courses, by petition, with the approval of their advisor.

Basic Courses for International Development Studies

AEM 3380 Social Entrepreneurs, Innovators, and Problem Solvers
AEM 3390 Research Methods in International Development
AEM 4310 Agricultural and Food Policy
AEM 4420 Emerging Markets
AEM 4421 Research and Strategy in Emerging Markets
AEM 4450 Food Policy for Developing Countries
AEM 6040 Food Systems and Poverty Reduction
AEM 6600 Agroecosystems, Economic Development, and the Environment
BEE 4870 Sustainable Energy Systems
CRP 6011 Ethics, Development and Globalization
CRP 6720 International Institutions
CRP 6740 Urban Transformations in the Global South
ECON 3370 The Economy of India
ECON 3380  China’s Economy Under Mao and Deng
ECON 4510  International Trade Theory and Policy
ECON 4520  International Monetary Theory and Policy
ECON 4590  Economics of Export-Led Development
EDUC 5020  Education and Development in Africa
IARD 4020  Agriculture in Developing Nations I
IARD 4030  Traditional Agriculture in Developing Countries
NBA 5240  Macroeconomics and International Trade
NBA 5480  Global Business Risk Management
NBA 5840  International Competitive Strategy
NBA 6030  Sustainable Global Enterprise
NS 4570  Health, Poverty, and Inequality: A Global Perspective
NS 4600  Explorations in Global Health
NS 4630  Global Health, Development and Policy Issues in Tanzania (Summer)

6000/7000-Level Courses -- generally have prerequisites.
AEM 6300  Policy Analysis: Welfare Theory, Agriculture, and Trade
AEM 6320  Open Economy Analysis: Theory and Applications
AEM 6600  Agroecosystems, Economic Development, and the Environment
AEM 7620  Microeconomics of International Development
CRP 6011  Ethics, Development and Globalization
CRP 6720  International Institutions
ECON 7730  Economic Development
EDUC 6820  Community Education and Development
GOVT 6494  Agrarian Political Economy
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<tr>
<td>GOVT 6603</td>
<td>States and Social Movements</td>
</tr>
<tr>
<td>GOVT 6927</td>
<td>Planning and Management of Agriculture and Rural Development</td>
</tr>
<tr>
<td>LAW 6681</td>
<td>International Law and Foreign Direct Investment</td>
</tr>
<tr>
<td>LAW 6981</td>
<td>WTO and International Trade Law</td>
</tr>
<tr>
<td>NBA 6030</td>
<td>Sustainable Global Enterprise</td>
</tr>
</tbody>
</table>
Public and Nonprofit Management

Fellows interested in this concentration intend to pursue careers as public sector general managers or leadership roles in domestic and international nonprofit organizations. Fellows develop a strong set of financial, personnel and technology management skills, as well as analytical tools that are essential for public/nonprofit managerial forecasting and organizational decision-making. Coursework includes fundamentals of public and nonprofit administration, budgeting, human-resource management, strategy, organizational behavior, managing client relations and leveraging technology.

In addition to their nine foundation courses, CIPA Fellows who select the public and nonprofit management concentration take a minimum of five courses related to their area of focus. The course listing below, organized to facilitate course selection, is designed to help fellows develop their concentration, but it should not limit choices.

**PLEASE NOTE:** CIPA Fellows may substitute other relevant courses, by petition, with the approval of their advisor.

**Suggested Courses for Public and Nonprofit Management**

<table>
<thead>
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<th>Course Title</th>
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<td>Social Entrepreneurs, Innovators, and Problem Solvers</td>
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<td>AEM 4520</td>
<td>Advanced Accounting</td>
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<td>AEM 4530</td>
<td>Auditing and Assurance</td>
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<tr>
<td>AEM 4531</td>
<td>Federal Income Taxation</td>
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<tr>
<td>CEE 5900</td>
<td>Project Management/Leadership</td>
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<tr>
<td>COMM 3030</td>
<td>Organizational Writing</td>
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<tr>
<td>COMM 4560</td>
<td>Community Involvement in Decision Making</td>
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<td>COMM 4860</td>
<td>Risk Communication</td>
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<tr>
<td>CRP 5460</td>
<td>Introduction to Community and Environment Dispute Resolution</td>
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<td>CRP 6050</td>
<td>Urban Public Finance</td>
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<td>DEA 6530</td>
<td>Planning and Managing the Workplace</td>
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<td>DSOC 6150</td>
<td>Qualitative Research Methods</td>
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<td>DSOC 6320</td>
<td>Environmental Governance</td>
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</table>
GOVT 6927  Planning and Management of Agriculture and Rural Development
HE 6010  Public Administration
HE 6011  International Public and NGO Management
HE 6012  Introduction to Evaluation
HE 6014  Mixed Methods for Public and Nonprofit Evaluation
HE 6015  Public Finance and Project Management
HE 6016  Exercising Leadership in the Public and Nonprofit Sectors
HE 6020  Consulting for Nonprofit and Government Organizations
ILRHR 3650  Organizational Consulting: Process and Results
ILRHR 3670  Employee Training and Development
ILRHR 4603  Work Groups and Teams
ILRHR 6505  Non-profit Finance, Management and Leadership
ILRHR 6611  Entrepreneurs and Entrepreneurial Organizations
ILRHR 6680  Staffing Organizations
ILRHR 6690  Managing Compensation
ILRHR 6900  Comparative Human Resource Management
ILRHR 6910  Business Strategy and Finance for Human Resources
ILRIC 4313  Labor and Social Movement Approaches to Climate Change and Sustainable Development
ILRIC 4344  International Labor Law
ILRIC 4360  Comparative Disability Policy
ILRLE 4430  Compensation, Incentives, and Productivity
ILRLR 4040  Contract Administration
ILRLR 4050  Employment Law I
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<tr>
<td>ILRLR 4051</td>
<td>Employment Law II</td>
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<td>ILRLR 4820</td>
<td>Ethics at Work</td>
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<tr>
<td>ILRLR 4860</td>
<td>Public Sector Labor Law</td>
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<td>ILRLR 5010</td>
<td>Labor and Employment Law</td>
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<td>ILRLE 6480</td>
<td>Economic Analysis of the University</td>
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<td>ILRLR 4865</td>
<td>Public Education and Collective Bargaining</td>
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<tr>
<td>ILRLR 6011</td>
<td>Negotiation: Theory and Practice</td>
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<tr>
<td>ILROB 5200</td>
<td>Organizational Behavior</td>
</tr>
<tr>
<td>ILROB 5251</td>
<td>Building Commitment to Groups and Organizations</td>
</tr>
<tr>
<td>ILROB 5270</td>
<td>Leadership in Organizations</td>
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<tr>
<td>ILROB 5790</td>
<td>Negotiation and Conflict Resolution</td>
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<tr>
<td>ILROB 6202</td>
<td>Political Leadership and Managerial Competence in Organizations</td>
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<tr>
<td>ILROB 6210</td>
<td>Social Network Analysis in Organizations</td>
</tr>
<tr>
<td>ILROB 6260</td>
<td>Managing Diversity: Policies and Practices</td>
</tr>
<tr>
<td>INFO 4200</td>
<td>Information Policy: Research, Analysis, and Design</td>
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<td>LAW 6592</td>
<td>Labor Law, Practice, and Policy</td>
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<td>NBA 5110</td>
<td>Financial Modeling</td>
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<td>Leadership Theory and Practice</td>
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<td>NBA 6010</td>
<td>Electronic Commerce</td>
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<td>NBA 6130</td>
<td>Women in Leadership</td>
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<td>NBA 6340</td>
<td>Customer Relationship Management</td>
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<td>NBA 6630</td>
<td>Managerial Decision Making</td>
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<tr>
<td>NBA 6680</td>
<td>Leading Teams and Organizations</td>
</tr>
</tbody>
</table>
NBA 6700  Perspectives on Leadership
NCC 5080  Managing Operations
NCC 5500  Financial Accounting
NCC 5540  Managing and Leading in Organizations
NCC 5560  Managerial Finance
PAM 4650  Technology Policy & the Law
PAM 5710  Organizational Development/Human Resource Management in Health Care

7000-Level Courses – Typically Ph.D. Courses; May be Taken by Fellows with Adequate Background Only

ILROB 7240  Managing Social Influence
ILROB 7280  Theories of Motivation and Leadership
ILROB 7780  Solidarity in Groups
Science, Technology and Infrastructure Policy

The goal of this concentration is to prepare MPA Fellows for professional careers involved in the field of infrastructure (including planning and design, finance, project management, evaluation, operations).

CIPA Fellows in the science, technology and infrastructure policy concentration train future managers to evaluate the effect of new technologies on policy decisions. Fellows interested in this concentration, for example, may examine the role of the Internet in public schools, consider how giant steps in military technology have altered modern warfare, or weigh whether or not telecommunications regulation have kept up with innovations in that sector.

In addition to their nine foundation courses, CIPA Fellows who select the science, technology and infrastructure policy concentration take a minimum of five courses related to their specific area of focus. The course list below is designed to help fellows develop a particular area of study, but should not limit choices.

PLEASE NOTE: CIPA Fellows may elect to substitute other relevant courses, by petition, with the approval of their advisor.

Suggested Courses for Science, Technology and Infrastructure Studies

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>AEM 3220</td>
<td>Internet Strategy</td>
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<td>AEM 3350</td>
<td>International Technology Marketing of Biotechnology</td>
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<tr>
<td>AEM 4260</td>
<td>Technology and Financial Markets</td>
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<td>AEM 4320</td>
<td>Public Private Sector Linkages</td>
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<td>AEM 4510</td>
<td>Environmental Economics</td>
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<tr>
<td>BEE 4750</td>
<td>Environmental Systems Analysis</td>
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<tr>
<td>CEE 3230</td>
<td>Engineering Economics and Management</td>
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<tr>
<td>CEE 3610</td>
<td>Introduction to Transportation Engineering</td>
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<td>CEE 4540</td>
<td>Sustainable Municipal Drinking Water Treatment</td>
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<tr>
<td>CEE 4630</td>
<td>Future Transportation Technologies and Systems</td>
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<td>CEE 4640</td>
<td>Transportation Systems Design</td>
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<tr>
<td>Course Code</td>
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<tr>
<td>CEE 4650</td>
<td>Urban Transportation and Environmental/Energy Systems Planning and Sustainable Development</td>
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<tr>
<td>CEE 5900</td>
<td>Project Management</td>
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<td>CEE 5910</td>
<td>Engineering Management Project</td>
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<tr>
<td>CEE 5930</td>
<td>Engineering Management Methods</td>
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<tr>
<td>CEE 5950</td>
<td>Construction Planning and Operations</td>
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<tr>
<td>CEE 5970</td>
<td>Risk Analysis and Management</td>
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<tr>
<td>COMM 4660</td>
<td>Public Communication of Science and Technology</td>
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<td>CRP 3840</td>
<td>Green Cities</td>
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<tr>
<td>CRP 3850</td>
<td>Current Issues in Transportation Planning</td>
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<td>CRP 4080</td>
<td>Introduction to Geographic Information Systems</td>
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<td>CRP 6050</td>
<td>Urban Public Finance</td>
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<td>CSS 4100</td>
<td>Environmental Impacts of Agricultural Biotechnology</td>
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<td>Biotechnology and Development</td>
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<td>ECON 3810</td>
<td>Decision Theory I</td>
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<td>Decision Theory II</td>
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<td>ECON 4220</td>
<td>Financial Economics</td>
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<td>ECON 4260</td>
<td>Public Finance: The Microeconomics of Government</td>
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<td>ENGRG 3600</td>
<td>Ethical Issues in Engineering Practice</td>
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<td>GOVT 4303</td>
<td>The GMO Debate: Science, Society and Global Impacts</td>
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<tr>
<td>HORT 3100</td>
<td>Production and Marketing of Greenhouse Crops</td>
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<tr>
<td>ILRHR 4650</td>
<td>The Globalization at Work</td>
</tr>
<tr>
<td>ILROB 4280</td>
<td>Blue-Collar Work in America</td>
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<tr>
<td>IS 4200</td>
<td>Information Policy</td>
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<tr>
<td>HE 6015</td>
<td>Public Finance and Project Management</td>
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LAW 4021  Competition Law and Policy
NBA 5060  Financial Statement Analysis
NBA 5070  Entrepreneurship for Scientists and Engineers
NBA 5110  Financial Modeling
NBA 5740  Management Practicum for Scientists and Technologists
NBA 6560  Valuation Principles
NCC 5020  Microeconomics for Management
NTRES 3240  Sustainable, Ecologically Based Management of Water Resources
PAM 3340  Corporations, Shareholders and Policy
PAM 5170  Market Regulation and Public Policy
PAM 5340  Regulation and Infrastructure Policy
PAM 5620  Finance
PHIL 4810  Problems in the Philosophy of Science
STS 2331  Agriculture, History, and Society: From Squanto to Biotechnology
STS 3011  Life Sciences and Society
STS 3911  Science in the American Polity, 1960 to Now
STS 4231  Gender and Technology

6000-Level Courses – These course generally have prerequisites
BEE 6940  Water in a Changing Environment
CEE 6910  Principle of Project Leadership
CEE 6060  Seminar in Transportation Systems Engineering
CEE 6065  Special Topics in Transportation
CEE 6021  Environmental and Water Resources Systems Analysis
CEE 6200  Water Resources Systems Engineering
CEE 6620  Urban Transportation Network Design and Analysis
COMM 6660  Public Engagement in Science
COMM 6860  Risk Communication
CRP 6890  Cultural Traverse to Sustainable Development
EDUC 6810  Democracy, Science, and Education
HIST 6181  Confluence: Environmental History and Science & Technology Studies
INFO 6210  Information, Technology and Society
LAW 6681  International Law and Foreign Direct Investment
LAW 6742  Patent Law and Trade Secrets
LAW 6892  Theory and Practice of Negotiated and Collaborative Decision-Making
NBA 6010  Electronic Commerce
NBA 6120  Disruptive Technologies
NBA 6180  Global Innovation and Technology Commercialization
NBA 6890  Law for High Growth Business
STS 6401  Science, Technology, Gender: Historical Issues

7000-Level Courses -- Typically Ph.D. Courses; May be Taken by Fellows with Adequate Background Only

BIOMG 7510  Ethical Issues and Professional Responsibilities
ILRHR 7640  Comparative International Perspectives on Work and Human Resource Systems
LAW 7311  Immigration and Refugee Law
STS 7111  Introduction to Science and Technology Studies
Social Policy

CIPA Fellows in the social policy concentration learn design, management and evaluation of public-sector programs in their choice of policy area including health, welfare, education and aging. The fundamental material of this concentration introduces Fellows to problem formation, cost-benefit analysis, identification of policy alternatives, and policy implementation.

In addition to their nine foundation courses, CIPA Fellows who select the social policy concentration take a minimum of five courses related to their specific area of focus. The course list below is designed to help fellows consider areas of social policy study, but should not limit choices.

PLEASE NOTE: CIPA Fellows may elect to substitute other relevant courses, by petition, with the approval of their advisor.

Course Suggestions for Social Policy Studies

COMM 2850 Communication, Environment, Science, and Health
DSOC 3050 Education, Inequality, and Development
DSOC 3360 Rural Areas in Metropolitan Society
DSOC 4100 Health and Survival Inequalities
DSOC 5710 Social and Political Context of American Education
DSOC 5740 Policy and Politics in American School Reform
ECON 3170 Causal Reasoning and Policy Evaluation
ECON 3840 Economics of Social Security
EDUC 4630 Policies, Practices, and Critical Issues of Distance learning in Developing Countries
GOVT 3021 Social Movements
HD 3530 Risk and Opportunity Factors in Childhood and Adolescence
ILRLE 4440 The Evolution of Social Policy in Britain and America
NS 4500 Public Health Nutrition
NS 4600 Explorations in Global Health
NS 4620 Seminar in Global Health and Development Issues: Tanzania
NS 4630 Global Health, Development and Policy Issues in Tanzania (Summer)
PAM 3040 Immigration and Public Policy
PAM 3150 Social Welfare Policy in the U.S.
PAM 3280 Fundamentals of Population Health
PAM 3250 Neighborhoods, Housing and Urban Policy
PAM 3350 Families, Poverty, and Public Policy
PAM 3360 Evolving Families: Challenges to Public Policy
PAM 3550 Economics of Education
PAM 3610 Mass Incarceration and the Transformation of the United States
PAM 3630 Child Welfare Policy
PAM 4160 Ethnography of Poverty and Inequality
PAM 4370 Economics of Health Care Markets
PAM 4380 Economics of Public Health
PAM 4470 Families and Social Inequality
PAM 5010 Education Policy
PAM 5630 Health Care Financial Management II
PAM 5710 Organizational Development/Human Resource Management in Health Care
SOC 4570 Health and Social Behavior

6000-Level Courses – Generally have Prerequisites

COMM 6760 Public Health Communication
CRP 6050 Urban Public Finance
CRP 6210 Quantitative Techniques for Policy Analysis and Program Management
DEA 6610 Environments and Health
DSOC 6610 Administration Leadership and Organizational Change
ILRIC 6010 Crossing Borders: Migrations in Comparative Perspective
ILRLE 6420 Economic Analysis of the Welfare State
ILRLE 6480 Economics Analysis of the University
ILRLR 6079 Low Wage Workers and the Law
LAW 6421 Family Law
LAW 6471 Health Law
NS 6400 Social Science Theories in Nutrition
NS 6600 Special Topics in Nutrition
PAM 6280 Family Demography
PAM 6330 Seminar in Pharmaceutical Policy Issues
PAM 6360 Race, Immigration and the Family

7000-Level Courses – Typically Ph.D. Courses; May be Taken by Fellows with Adequate Background Only

EDUC 7620 Comparative and International Education
ILRLE 7470 Economics of Education I