MPA Course Guide

for 2016 cohort

Updated:
8.2.16
Table of Contents

Overview of CIPA Course Requirements ................................................................................................................. 5

The CIPA Program Plan of Study ........................................................................................................................... 7

Concentration Declaration ............................................................................................................................................. 11

The MPA Foundation Courses ..................................................................................................................................... 13

Administrative, Political and Policy Processes ........................................................................................................ 13

Economic Analysis and Public Sector Economics .................................................................................................... 16

Quantitative Methods and Analytics .................................................................................................................... 19

Elective Foundation courses ..................................................................................................................................... 21

Administrative, Political and Policy Processes ........................................................................................................ 21

Economic Analysis and Public Sector Economics .................................................................................................... 22

Quantitative Methods and Analytics .................................................................................................................... 23

The MPA Concentrations .......................................................................................................................................... 25

Courses Appropriate for Any Concentration ........................................................................................................... 27

Economic and Financial Policy ................................................................................................................................. 29

Environmental Policy .................................................................................................................................................. 33

Government, Politics and Policy Studies .................................................................................................................. 35

Human Rights and Social Justice ............................................................................................................................... 39

International Development Studies .......................................................................................................................... 42

Public and Nonprofit Management ........................................................................................................................... 46

Science, Technology and Infrastructure Policy ......................................................................................................... 50

Social Policy ............................................................................................................................................................... 54
Overview of CIPA Course Requirements

During two years of study, CIPA Fellows must satisfactorily complete at least sixteen semester-length courses or their equivalent, typically four courses per semester. The MPA course curriculum includes the following components:

- **Foundation Coursework -- nine semester-long courses or equivalent**
  
  A. Core Competency Foundation Coursework:
      
      Two courses in each of the three foundation areas listed below with one course in each of the foundation sub-areas:
      
      o **Administrative, Political and Policy Processes**
         a. One course on leading and managing in the public affairs arena
         b. One course analyzing politics and processes for implementing policy
      
      o **Economic Analysis and Public Sector Economics**
         a. One course on intermediate microeconomics for public affairs (unless a fellow demonstrates proficiency)
         b. One course on the microeconomics of government and policy
      
      o **Quantitative Methods and Analytics**
         a. One course on inferential statistics for public affairs (unless a fellow demonstrates proficiency)
         b. One course on decision analytic methods for public affairs

  B. Elective Foundation Coursework:
      
      Three additional courses chosen from any of the foundation areas.

- **Concentration Coursework -- five semester-long courses or equivalent**
  
  Five courses within one of the eight concentration areas offered in the program.

- **Specialized Coursework -- two semester-long courses or equivalent**
  
  Two courses to strengthen professional preparation, which may include statistical, analytical or mathematical skills, professional writing or speaking, leadership or management, or additional skills or knowledge needed for a fellow’s selected concentration. CIPA Fellows may also want to consider including a course from the list of General Concentration courses, or from the list of Public and Nonprofit Management courses as one of their two specialized/professional development courses.

- **Colloquium – enrollment required every semester in residence**

To earn the MPA degree, CIPA Fellows must additionally complete the following requirements:

- **Practical Experience**
  
  Almost all fellows engage in summer internships. Some fellows choose to do off-campus externships and/or participate in Cornell’s Public Service Exchange. More information about the practical experience component of the MPA degree is in the Program Handbook.

- **Professional Writing**
  
  Most CIPA Fellows choose to participate in the CIPA Capstone program to satisfy the professional writing requirement. Some fellows instead will choose to write a professional report or a thesis. More information about the professional writing requirement options is available in the Program Handbook.
Within the above framework, each CIPA fellow will craft an individualized MPA that will serve their professional goals. At the end of the first semester of study, CIPA fellows will prepare a complete Plan of Study and Concentration Declaration with a justifying narrative (see two documents on next several pages). Fellows will consult with their academic advisor and after the advisor has approved, the documents will be filed in the CIPA GFA Office. The documents can and must be updated if a fellow’s plan of study changes. The CIPA MPA requires that fellows take responsibility for creating their optimal MPA and, thus, CIPA Fellows are responsible for ensuring that they are meeting all program requirements. Fellows should read this document and the Program Handbook carefully and consult regularly with their advisors.

Please read the CIPA MPA Program Handbook carefully for more information and detail about the overall curriculum. This course guide offers advice on appropriate courses for the foundation and the concentration areas of study, and is intended as a complement to the Program Handbook.
CIPA PLAN OF STUDY

Name ___________________________  Concentration ___________________________

Anticipated Degree Date ____________  Focus (optional) __________________________

Semester / Year

Signature of CIPA Core Advisor ___________________________  Date ________________

Approval: By signing here, the advisor acknowledges that they have reviewed the Fellow’s proposed plan of study and believe it meets the academic requirements of CIPA, although final responsibility for insuring that the plan of study meets all CIPA requirements remains with the CIPA Fellow.

Printed name of CIPA Core Advisor ___________________________

NOTE: CIPA Fellows are expected to take all courses for a letter grade, except for those courses that do not offer a letter grade as an option. Fellows are only permitted to enroll in a maximum of two courses on a Pass/Fail basis and only when a letter grade is unavailable.

| CORE FOUNDATION COURSEWORK | Administrative, Political and Policy Processes |  |  |  |  |  |  |  |  |  |
|-----------------------------|-----------------------------------------------|---|---|---|---|---|---|---|---|
| Group 1: Leading and Managing in Organizations (Choose one from the following) | |  |  |  |  |  |  |  |  |
| PADM 5110  | Public Administration  |  |  |  |  |  |  |  |  |
| PADM 5114  | Organizational Design, Change and Leadership |  |  |  |  |  |  |  |  |
| PADM 5410  | Nonprofit Management and Finance |  |  |  |  |  |  |  |  |
| PADM 5450  | International Public and NGO Management |  |  |  |  |  |  |  |  |
| PADM 5570  | Corporate Responsibility |  |  |  |  |  |  |  |  |

Group 2: Analyzing Politics and Processes for Public Decision making (Choose one from the following)

|  |  |  |  |  |  |  |  |  |
|-----------------------------|-----------------------------------------------|---|---|---|---|---|---|
| PADM 5130  | Legal Aspects of Public Agency Decision Making |  |  |  |  |  |  |
| PADM 5380  | Translation of Research into Policy and Practice |  |  |  |  |  |  |
| PADM 5619  | Politics, Policy and Political Management |  |  |  |  |  |  |
| PADM 5655  | Planning and Management of Agricultural and Rural Development |  |  |  |  |  |  |
| PADM 5656  | Institutional Reform in Developing Countries |  |  |  |  |  |  |  |
### Economic Analysis

**Group 1: Intermediate Microeconomics (Choose one from the following)**

<table>
<thead>
<tr>
<th>CRP 5122</th>
<th>Intermediate Microeconomics for Public Affairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECON 3030</td>
<td>Intermediate Microeconomics (requires calculus)</td>
</tr>
<tr>
<td>PAM 5470</td>
<td>Microeconomics for Management and Policy (spring entrants only)</td>
</tr>
</tbody>
</table>

**Applied Course***  

* Students who have demonstrated proficiency in intermediate microeconomics choose an applied economics course for this foundation requirement.

**Group 2: Microeconomics of Government Policy (Choose one from the following)**

<table>
<thead>
<tr>
<th>ECON 4260</th>
<th>Public Finance: The Microeconomics of Government (requires calculus)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ILRLE 6420</td>
<td>Economic Analysis of the Welfare State</td>
</tr>
<tr>
<td>PADM 5220</td>
<td>Economics of the Public Sector</td>
</tr>
<tr>
<td>PAM 5080</td>
<td>Economics of the US Social Safety Net</td>
</tr>
<tr>
<td>PAM 5130</td>
<td>Behavioral Economics and Public Policy</td>
</tr>
<tr>
<td>PAM 5170</td>
<td>Market Regulation and Public Policy</td>
</tr>
<tr>
<td>PAM 5400</td>
<td>Economics of Consumer Policy</td>
</tr>
</tbody>
</table>

### Quantitative Methods and Analytics

**Group 1: Inferential Statistics (Choose one from the following)**

<table>
<thead>
<tr>
<th>CRP 5450</th>
<th>Inferential Statistics for Planning and Public Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAM 5100</td>
<td>Applied Multivariate Statistics in Public Affairs</td>
</tr>
<tr>
<td>PAM 5690</td>
<td>Regression Analysis and Managerial Forecasting</td>
</tr>
</tbody>
</table>

**Applied Course***  

* Students who have demonstrated proficiency in inferential statistics choose an advanced applied statistics course for this foundation requirement.
Group 2: Decision-Analytic Methods (Choose one from the following)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Earlier Work</th>
<th>FA 20___</th>
<th>SP 20___</th>
<th>FA 20___</th>
<th>SP 20___</th>
<th>Credit Hours</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRP 5250</td>
<td>Introductory Methods of Planning Analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PADM 5320</td>
<td>Public Systems Modeling</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PADM 5340</td>
<td>Introduction to Evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PADM 5345</td>
<td>Evaluation of International Programs and Projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PADM 5449</td>
<td>Systems Thinking and Modeling for Public Affairs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PAM 5300</td>
<td>Cost Benefit Analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**ELECTIVE FOUNDATION COURSEWORK**

Three additional semester-length courses (or equivalent) in the Foundation Areas

<table>
<thead>
<tr>
<th>Earlier Work</th>
<th>FA 20___</th>
<th>SP 20___</th>
<th>FA 20___</th>
<th>SP 20___</th>
<th>Credit Hours</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**CONCENTRATION COURSEWORK**

Five semester-length courses (or equivalent) in one of the eight concentration areas

<table>
<thead>
<tr>
<th>Earlier Work</th>
<th>FA 20___</th>
<th>SP 20___</th>
<th>FA 20___</th>
<th>SP 20___</th>
<th>Credit Hours</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### SPECIALIZED COURSEWORK

Two semester-length courses or equivalent

<table>
<thead>
<tr>
<th>Earlier Work</th>
<th>FA 20</th>
<th>SP 20</th>
<th>FA 20</th>
<th>SP 20</th>
<th>Credit Hours</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### CIPA COLLOQUIUM

Must enroll each semester

| PADM 5010 | CIPA Weekly Colloquium | N/A |       |       |              |       |

### PRACTICAL EXPERIENCE

Internship:
Institutional Affiliation ___________________________ Dates of Internship ___________________________

Other: _____________________________________________

### PROFESSIONAL WRITING REQUIREMENT

Please choose one:

- MPA Thesis
- Professional Report
- Int'l Capstone Project
- Domestic Capstone Project

Title _______________________________________________

Thesis Advisor(s) and/or Client _____________________ _____________________

Date Submitted ___________________________________

Updated 8.1.16
CIPA DECLARATION OF CONCENTRATION

Name ____________________________________  Date ___________________

Cornell ID# ___________________  E-Mail _____________________________

**Chosen Area of Concentration**: Please check one from the list below.

- [ ] Environmental Policy
- [ ] Economic and Financial 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

**Your concentration and its relationship to your professional objectives**: Please list the concentration coursework you intend to take to fulfill the requirements for your concentration. ATTACH A ONE to TWO PAGE STATEMENT OF YOUR PROFESSIONAL OBJECTIVES FOR CHOOSING THIS CONCENTRATION INCLUDING A COMPELLING RATIONALE ARTICULATING HOW THE COURSES LISTED BELOW COMPRIS A COHERENT CONCENTRATION AND HELP YOU ACHIEVE YOUR PROFESSIONAL GOALS. This narrative statement is a very important opportunity for professional and intellectual self-reflection as you carefully consider what you hope to do in your future with the career you will pursue upon completing your MPA.

1. __________________________________________________________________________
2. __________________________________________________________________________
3. __________________________________________________________________________
4. __________________________________________________________________________
5. __________________________________________________________________________

**Anticipated Graduation Date (Semester/Year):** ________________________________

**Academic Advisor’s Concurrence:** ________________________________ (signed)

Date: ________________________________

*Fellows: This form is to be completed and submitted along with the narrative statement to the CIPA GFA Office at the end of the first semester and definitely no later than the beginning of the second semester in the MPA program.*
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 foundation 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 Sector Economics - how to allocate scarce resources among alternative uses in public affairs.

3. Quantitative Methods and Analytics - how options and results in public affairs are determined and evaluated.

To fulfill their foundational course requirements, fellows will each take two courses in each of these three foundation areas, for a total of six courses. These courses are chosen one each from six designated sets of courses which are further described below.

We strongly encourage all fellows to complete their six non-elective foundation courses during their first year and certainly no later than the end of their third semester. This requirement creates an identifiable foundational core to the CIPA curriculum that will help the fellow during their second year.

In addition, each fellow will choose 3 elective foundation courses. There is considerable diversity in the list of elective foundation courses, so fellows have scope for selecting a set of courses that they think will meet their respective professional needs and objectives. It is important for fellows to have a clear rationale for their combination of courses in this area, rather than just selecting from the listed courses to 'meet requirements'.

Core Competency Foundation Courses

Fellows must enroll in at least one of the courses in each of the six core-competency areas listed below. There are two core competency (sub-foundation) areas for each of the three foundation areas.

**Administrative, Political, and Policy Processes**

The Guiding Principle for the Analytical, Political and Policy Processes Foundation area:

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).
Group 1: One course on leading and managing in the public affairs arena, chosen from the following:

**PADM 5110: Public Administration**  
O’Toole  
Spring  
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. The course prepares fellows to conduct research on public organizations, leadership and management, and to be effective in public careers.

**PADM 5114: Organizational Design, Change and Leadership**  
Cabrera and Cabrera  
Spring  
This course explores four functional elements required to design, develop, lead, and manage a complex adaptive organization. Students will gain a deep understanding of the historical stages of research in organizational leadership, change, and design. They will explore the essential importance of organizational learning and development of culture through shared mental models in order to perform a thorough analysis of mission-critical systems that yield capacity for carrying out coordinated daily tasks that subsequently lead to the goal state of the system. They will challenge conventional concepts of vision, mission, goals, and strategy to design organizations that enculturate a clear and concise organizational end state (vision) and a simple rule set for daily action (mission). Students will explore case studies in organizational design and leadership to gain experience using the tools and methods of the course.

**PADM 5410: Nonprofit Management and Finance**  
Grasso  
Fall  
This course 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.

**PADM 5450: International Public and NGO Management**  
Mathiason  
Fall and Spring  
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 and effective participants in their governance.
**PADM 5570: Corporate Responsibility**  
Tobin  
Fall  
This course will provide an overview of the area of corporate sustainability, with particular emphasis on the finance industry, and the focus will be on understanding how a growing recognition of the challenge of sustainability affects corporate behavior. The competing demands of maximizing shareholder returns and meeting stakeholder expectations concerning environmental management, social benefits, and ethical behavior create a variety of reputational and other risks for corporations, but also create opportunities for these entities to demonstrate a responsible approach to doing business.

**Group 2: One course on analyzing politics and processes for implementing policy, chosen from the following:**

**PADM 5130: Legal Aspects of Public Agency Decision Making**  
Manne  
Fall  
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.

**PADM 5380: The Translation of Research into Policy and Practice**  
Whitlock  
Spring  
Translational research is the multi-phased process by which research-generated knowledge relevant to health outcomes comes to serve the general public. Although logical to closely link science to practice, doing this raises critical questions about what constitutes “evidence,” how it gets used or misused, and what happens when people disagree about “the facts.” As such, the design, testing, and dissemination of evidence-based program models represents a growing field of scientific inquiry. This course explores questions related to both the knowledge side of the equation (e.g. How does knowledge become “evidence”?), and the translation process (e.g. What factors affect adoption of evidence-based programs, approaches or policies?).

**PADM 5619: Politics, Policy and Political Management**  
Lamb  
Fall  
This course examines political aspects of policy making that increasingly influence policy outcomes. Students will gain a familiarity with political concepts covered in the course, providing tools to help separate consequential policy proposals and political actions from political antics. The course will examine the U.S political system, how parties have evolved, and how partisan politics is impacting governing today at federal, state, and local levels. The course will address how the public and outside interest groups influence politics and policy-making through campaigns, public engagement, lobbying, and activism. This goal of the course is to provide future policy professionals with an insider’s perspective on governing today.
PADM 5655: Planning and Management of Agricultural and Rural Development (also IARD 6030)
Uphoff
Spring
This course 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.

PADM 5656: Institutional Reform in Developing Countries
Rumi
Spring
This course will focus on the theory and practice of institutional reform in developing and transitional countries. Several developing countries have been grappling with the challenge to restructure public bureaucracies to make them responsive to citizen needs as well as instruments of regulation for dynamic markets. Citizens in most developing countries have been articulating the need for effective and efficient service delivery from their states as well as civil society. However, delivery of public services, entitlements and regulation demand functional governance mechanisms that negotiate the limited resources and capacities to deliver outcomes. This course will acquaint the students as to how certain countries and communities across the globe have attempted to improve their institutions and governance.

Economic Analysis and Public Economics

The Guiding Principle for the Economic Analysis and Public Economics Foundation area:

CIPA graduates should have a solid foundation of knowledge in economics especially public sector 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. 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 specific fields of economics.

Group 1: One course in intermediate microeconomics for public affairs, chosen from the following:

CRP 5122: Intermediate Microeconomics for Public Affairs
Brooks
Fall
Fellows who do not have a prior background in intermediate level microeconomics will take this course during their first semester unless they would prefer to take an intermediate microeconomics course that uses calculus. This course covers 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 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.

**ECON 3030: Intermediate Microeconomics (requires calculus)**
Staff  
Fall and Spring  
This course should be viewed as an alternative to CRP 5122 for those fellows who have taken a microeconomics course at an introductory level and are interested in studying intermediate microeconomics using calculus-based analysis. In this course the pricing processes in a private enterprise economy are analyzed under varying competitive conditions, and their role in the allocation of resources and the functional distribution of national income is considered.

**PAM 5470: Microeconomics for Management and Policy (spring entrants only)**
Kleiner  
Spring  
Fellows who enter the MPA program in the spring semester and do not have a prior background in intermediate level microeconomics will take this course during their first semester. This course introduces microeconomic theory and its application to decision making in the management and policy arenas. Places special emphasis on the economic environment of health care organizations and the problems faced by managers in this environment.

**Note:** Fellows who have demonstrated competency in intermediate microeconomics will instead take an applied economics course in an area of their interest. See note on page 22 and list of suggested courses in applied economics.

**Group 2: One course on the microeconomics of government policy, chosen from the following:**

Note: All of these courses require CRP 5122 or an alternative intermediate microeconomics as a prerequisite and, thus, must be taken after the fellow has completed their intermediate microeconomics course or demonstrated competency.

**ECON 4260: Public Finance: The Microeconomics of Government (requires calculus)**
Wissink  
Fall  
This course analyzes the role of government in a free market economy. Topics include public goods, market failures, allocation mechanisms, optimal taxation, effects of taxation, and benefit-cost analysis. Current topics of an applied nature vary from semester to semester.

**ILRLR 6420: Economic Analysis of the Welfare State**
Hutchens  
Spring  
This course uses the tools of public economics to analyze modern welfare states. Although examples are drawn from several countries, the course focuses on the United States, Canada, and Sweden. What are the rationales for the level of government intervention in these states, and how do these rationales square with notions of market failure? What are the economic costs and benefits of taxes, transfers, and regulations in these states? Can voting models explain the growth and operation of welfare states? The possible answers to these questions are discussed.
PADM 5220: Economics of the Public Sector
Staff
Spring
This course covers topics in public economics, macroeconomics, and political economy. The course will use the tools of economics to consider when and how government should intervene in the economy, and how different levels of government might intervene differently; fiscal and monetary policy tools and effects, basics of the business cycle, and determinants of economic growth; private incentives that impact the behavior of government actors and how that may impact policy design.

PAM 5080: Economics of the US Social Safety Net
Leung
Spring
This course provides an overview of the major programs that make up the social safety net in the United States, and the various issues in program implementation and design. We will review the economic rationale behind social programs, identify the economic consequences of these programs, and assess the empirical research on these topics. A major emphasis of this course will be on understanding the strengths and limitations of the core methodologies used in the existing economics literature.

PAM 5130: Behavioral Economics and Public Policy
Tripp
Spring
Standard economic theory assumes that individuals are rational decision-makers; however, that is often not the case in the real world. Behavioral economics uses findings from psychology to determine ways in which individuals are systematically irrational to improve upon existing models. The first part of this course reviews these theories, while the second part of the course focuses on how these findings have been used to design better education, health, and tax policies as well as many others.

PAM 5170: Market Regulation and Public Policy
Geddes
Spring
This course provides an overview of basic topics in the economics of regulation. It uses the tools of microeconomics to investigate government interventions in the marketplace, considering both the rationale for and the effects of such interventions. Alternative theories of government intervention in the marketplace will be considered, including those grounded in the public interest theories those grounded in private interests such as wealth redistribution and regulatory capture. Specific examples of regulation, including individual industry regulation and broader social regulation are analyzed, and various methods of government intervention are considered. Different 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.

PAM 5400: Economics of Consumer Policy
Tennyson
Spring (not offered 2016-17)
This course analyzes government laws and regulations aimed at protecting consumers. Such consumer protection policies address a broad range of market activities including restricting who may provide goods and services in a market and the prices they may charge, but are often
concerned with addressing more subtle problems related to consumers’ information or knowledge in markets. The course uses the lens of economic policy analysis to study the need for such policies and their effects on markets. Various approaches to consumer protection in the United States and in other countries are explored.

**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.

**Group 1: One course on inferential statistics for public affairs, chosen from the following:**

**CRP 5450: Inferential Statistics for Planning and Public Policy**
Brooks
Fall and Spring
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. This course is most appropriate for fellows with no background in inferential statistics.

**PAM 5100: Applied Multivariate Statistics in Public Affairs**
Hall
Spring
This course is appropriate for CIPA fellows who have had some prior coursework in basic inferential statistics. Fellows may not take both this course and CRP 5450. This course begins with a brief introduction to basic statistical concepts and probability theory before introducing multivariate regression models. The course will end with an introduction to extensions of the linear regression model, including models for binary and categorical outcomes. While statistical modeling is the focus of the course, we proceed with the assumption that models are only as good as the theoretical and substantive knowledge behind them. Thus, in covering the technical material, we will spend considerable time discussing the link between substantive knowledge and statistical practice.

**PAM 5690: Regression Analysis and Managerial Forecasting**
Evans
Fall
Teaches various statistical methods for managerial decision making, with a particular emphasis on regression and forecasting. Other topics include ANOVA, correlation, confounding, interaction, and statistical process control. Emphasizes applications to health care organizations.
Note: Fellows who already have competency in multivariate statistical methods should choose a more advanced course in applied statistical analysis. See note on page 24 of this guide for guidance and a list of suggested courses.

**Group 2: One course on decision analytic methods for public affairs, chosen from the following:**

**CRP 5250: Introductory Methods of Planning Analysis**
Donaghy
Spring
This course provides an introduction to methods for developing and evaluating (for the most part) quantitative information in support of the activity of planning. The methods considered are widely used by planning practitioners and policy analysts and embody modalities of thinking that often structure the ways that issues are framed for public discussions and policy decisions.

**PADM 5320: Public Systems Modeling**
Loucks
Fall and Spring
This course offers 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.

**PADM 5340: Introduction to Evaluation**
Johnson
Fall
This graduate-level course provides an introduction to basic evaluation concepts and main types of evaluation approach, as well as the norms, values and inherent tensions of professional evaluation practice. Emphasis is on cultivating evaluative thinking, understanding the strengths of qualitative and quantitative methods for evaluation, and carefully weighing tradeoffs between rigor, feasibility and use of results. Using small case scenarios and exercises, students will learn to answer the question: what is the right evaluation approach for this situation? Includes practice with measure development, data collection, analysis and reporting.

**PADM 5345 Evaluation of International Programs and Projects**
Mathiason
Spring
The course addresses how to plan, manage and evaluate programs and projects undertaken by international public and non-governmental organizations. It focuses on results-based management, which is the dominant approach taken by international organizations and bilateral development agencies. The approach is applied to programs of development cooperation and humanitarian assistance as well as the regular programs of organizations dealing with such diverse functions as regime creation, monitoring of human rights, trade regulation and elimination of weapons of mass destruction.
PADM 5449 Systems Thinking and Modeling in Public Affairs
Cabrera and Cabrera
Fall
This course serves as an introduction to systems thinking methods and technical tools in the field of public affairs. Students will develop skills that allow them to understand how to improve their analysis of complex, unpredictable, real-world systems.

PAM 5300 Cost Benefit Analysis
Kenkel
Spring
In-depth treatment of methods for public policy analysis. This course focuses on cost-benefit analysis, a method grounded in microeconomics and applied welfare economics. Topics include market failures; willingness to pay; opportunity costs; discounting future costs and benefits; handling uncertainty and risk; incorporating distributional impacts; methods to value a statistical life; and methods to value environmental quality and other non-market goods. Numerous examples are taken from a variety of policy areas, including crime, education, health, welfare and regulation.

Elective Foundation Courses
To strengthen their preparation for careers in public affairs, fellows will also take three additional foundational courses, bringing their total number of foundational courses up to nine. Fellows may choose from the list below or they may take more than one from any of the core competency lists above (as long as the courses do not cover the same material). Fellows may concentrate the three elective foundation courses in one or two foundational areas or may distribute them across the three foundational areas. For any of the additional elective foundation course requirements, CIPA Fellows may request substitution of other relevant courses with the approval of their advisors and a petition. Note that courses at the 7000-level are Ph.D. level courses and will only be suitable for MPA’s who have a lot of prior education in that area; courses at the 6000-level will generally have prerequisites and may also be Ph.D. level courses. Please choose your elective courses with care.

Administrative, Political, and Policy Processes

AEM 4310 Agricultural and Food Policy

ANTHR 6461 Anthropology of Organizations

CEE 5900 Project Management

CRP 5460 Introduction to Community and Environmental Dispute Resolution

CRP 6011 Ethics, Development and Globalization

CRP 6120 Devolution, Privatization: Challenges for New Urban Management

CRP 6150 Current Issues and debates on NGOs
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECON 3800</td>
<td>Economics and the Law</td>
</tr>
<tr>
<td>ECON 4290</td>
<td>Economic Analysis of Politics [requires instructor permission]</td>
</tr>
<tr>
<td>GOVT 3547</td>
<td>American Primacy Challenged: International Political Economy</td>
</tr>
<tr>
<td>GOVT 3557</td>
<td>U.S. Exceptionalism Questioned: Comparative Political Economy</td>
</tr>
<tr>
<td>GOVT 6121</td>
<td>American Political Development</td>
</tr>
<tr>
<td>GOVT 6171</td>
<td>Politics of Public Policy [instructor permission]</td>
</tr>
<tr>
<td>GOVT 6222</td>
<td>Political Participation</td>
</tr>
<tr>
<td>GOVT 6274</td>
<td>People, Markets, and Democracy</td>
</tr>
<tr>
<td>GOVT 6603</td>
<td>Contentious Politics and Social Movements</td>
</tr>
<tr>
<td>ILRIC 6330</td>
<td>Comparative Political Economy and Global Debates (also GOVT 6303)</td>
</tr>
<tr>
<td>ILRLR 6011</td>
<td>Negotiation: Theory and Practice</td>
</tr>
<tr>
<td>ILRLR 6012</td>
<td>Managing and Resolving Conflict</td>
</tr>
<tr>
<td>LAW 6161</td>
<td>Comparative Law: The Civil Law Tradition</td>
</tr>
<tr>
<td>LAW 6701</td>
<td>Legislation</td>
</tr>
<tr>
<td>LAW 6791</td>
<td>Public International Law</td>
</tr>
<tr>
<td>LAW 6844</td>
<td>State and Local Government</td>
</tr>
<tr>
<td>NS 4450</td>
<td>Toward a Sustainable Global Food System: Food Policy for Developing Countries</td>
</tr>
<tr>
<td>PADM 5418</td>
<td>Strategic Stakeholder Engagement</td>
</tr>
<tr>
<td>PADM 5420</td>
<td>Public Budgeting</td>
</tr>
<tr>
<td>PADM 5455</td>
<td>Comparative Public Administration: The Case of Seoul, Korea</td>
</tr>
</tbody>
</table>

**Economic Analysis and Public Sector Economics**

Note: Fellows who enter the program with demonstrated proficiency in intermediate microeconomics should choose a course from this section related to their career interests instead of enrolling in CRP 5122.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>AEM 4300</td>
<td>International Trade Policy</td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
</tr>
<tr>
<td>-------------</td>
<td>--------------------------------------------------------</td>
</tr>
<tr>
<td>AEM 4420</td>
<td>Emerging Markets</td>
</tr>
<tr>
<td>AEM 6320</td>
<td>Open Economy Analysis: Theory and Applications</td>
</tr>
<tr>
<td>AEM 4140</td>
<td>Behavioral Economics and Managerial Decisions</td>
</tr>
<tr>
<td>AEM 4421</td>
<td>Research and Strategy in Emerging Markets</td>
</tr>
<tr>
<td>AEM 6300</td>
<td>Policy Analysis: Welfare Theory, Agriculture, and Trade (also ECON 4840)</td>
</tr>
<tr>
<td>CRP 5040</td>
<td>Urban Economics</td>
</tr>
<tr>
<td>CRP 6050</td>
<td>Urban Public Finance</td>
</tr>
<tr>
<td>ECON 3040</td>
<td>Intermediate Macroeconomic Theory</td>
</tr>
<tr>
<td>ECON 4210</td>
<td>Money and Credit</td>
</tr>
<tr>
<td>ECON 4220</td>
<td>Financial Economics</td>
</tr>
<tr>
<td>ECON 4510</td>
<td>International Trade Theory and Policy</td>
</tr>
<tr>
<td>ECON 4560</td>
<td>Development Economics</td>
</tr>
<tr>
<td>ECON 4660</td>
<td>Behavioral Economics</td>
</tr>
<tr>
<td>ILRIC 6350</td>
<td>Labor Markets and Income Distribution in Developing Countries</td>
</tr>
<tr>
<td>ILRLE 5400</td>
<td>Labor Economics</td>
</tr>
<tr>
<td>NBA 5240</td>
<td>Macroeconomics and International Trade</td>
</tr>
<tr>
<td>NS 6480</td>
<td>Economics of Food and Malnutrition</td>
</tr>
<tr>
<td>NS 6850</td>
<td>Microeconomics of Development: Applications to Health, Nutrition and Education</td>
</tr>
<tr>
<td>PAM 4140</td>
<td>Global Health Economics and Policy</td>
</tr>
<tr>
<td>PAM 5210</td>
<td>Development Economics and Public Policy</td>
</tr>
<tr>
<td>PAM 5334</td>
<td>Corporations, Shareholders and Policy</td>
</tr>
<tr>
<td>PAM 5440</td>
<td>Regulating Financial Institutions</td>
</tr>
<tr>
<td>PAM 5970</td>
<td>Economics and Environmental Policy</td>
</tr>
</tbody>
</table>

**Quantitative Methods and Analytics**
The first section 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**

Note: Fellows who enter the program with demonstrated proficiency in inferential statistics should choose a course from either section A or B below instead of enrolling in CRP 5450.

A. Courses that require an inferential statistics courses as a prerequisite:

AEM 4110  
Introduction to Econometrics  
AEM 6390  
Research Methods in International Development  
DSOC 6190  
Quantitative Research Methods  
ECON 3120  
Applied Econometrics  
ECON 3140  
Introduction to Econometrics  

B. Courses that require econometrics or multivariate regression analysis as prerequisites:

ECON 4110  
Cross-Sectional and Panel Econometrics  
ECON 4120  
Time Series Econometrics  
ILRST 4550  
Applied Time Series Analysis  
NS 6850  
Evaluating the Impact of Health, Nutrition and Education Programs in Developing Countries  
PAM 4100  
Causal Reasoning and Policy Evaluation (instructor permission required)  
PAM 5210  
Development Economics and Public Policy  
PAM 6050  
Demographic Techniques (instructor permission required)  
PAM 6090  
Empirical Strategies for Policy Analysis (instructor permission required)  

**Quantitative Analysis and Public System Modeling Tools and Methods**

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
CEE 5980  Introduction to Decision Analysis
CRP 6210  Introduction to Quantitative Methods for the Analysis of Public Policy
ORIE 4300  Optimization Modeling
ORIE 4820  Spreadsheet-Based Modeling and Data Analysis
SYSEN 5100  Model Based System Engineering
SYSEN 5200  Systems Analysis Behavior and Optimization
SYSEN 5300  Systems Engineering and Six-Sigma for Design and Operation of Reliable Systems

Qualitative and Mixed Methods
DEA 6560  Research Methods in the Social Sciences (instructor permission)
DSOC 6001  The Empirics of Development and Social Change
PADM 5341  Mixed Methods for Public and Nonprofit Evaluation
PAM 3120  Research Design, Practice, and Policy
SOC 5080  Qualitative Methods

Spatial Methods
CRP 4080  Introduction to Geographic Information Systems (GIS) (Also CRP 5080)
CRP 6270  Regional Economic Impact Analysis
CRP 6290  Advanced Topics in GIS
DSOC 3140  Spatial Thinking, GIS, and Related Methods
DSOC 5600  Analytical Mapping and Spatial Modeling
PAM 6950  Spatial Demography

CONCENTRATION COURSEWORK

Each fellow selects one of eight areas of concentration areas offered in the program and, with the advice and counsel of his or her advisor, selects a set of five courses within that concentration. The concentration areas are broad enough that they cannot be mastered with a set of five courses,
but concentration courses should give fellows a degree of specialization and expertise with which they can proceed effectively on a career in public affairs.

There is no right or best set of courses for any concentration because fellows' backgrounds vary as do their goals: the concentration coursework is meant to be tailored to each fellow’s respective professional interests and objectives. 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. What is important is that serious thought be given to crafting a set of courses that are complementary and that instill a base of both knowledge and skills. Fellows should also consider including courses that contribute functional skills and generalizable knowledge as part of their concentrations. That is, the ideal concentration will include more than just courses focused on specific knowledge relevant to the chosen area of public affairs.

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 or professional Masters’ programs offered by the School of Industrial and Labor Relations, the Department of City and Regional Planning, or the College of Engineering, given that an MPA degree program differs from other degree programs in both purpose and content.

When declaring a concentration, each fellow is asked to submit a study plan and statement of objectives for their concentration that give it more focus and coherence. This plan of study, concentration declaration and narrative should be discussed with the academic advisor before submission by January 30 of the first year of study.

In the CIPA Declaration of Concentration statement, fellows will provide the rationale that guided them in choosing their proposed set of concentration courses. It is essential that they provide information in that statement about their public policy interests in this area, and how they relate to and are supported by the chosen set of courses. While some of the courses listed for the concentrations may not have direct public policy content, most of the courses selected for your concentration must have a policy or public affairs focus appropriate for an MPA degree.

The eight MPA concentrations are:

- 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
The suggested lists of concentration courses that follows are neither complete nor fully accurate. New courses are added to the curriculum every semester and some courses are dropped as faculty interests and department needs change. Fellows should use these lists to get an idea of courses that might be suitable for their personalized concentration, but they should also consult the course offerings for departments they consider relevant for their interests. Fellows should also bear in mind that elective foundation courses may also be appropriate concentration courses in some cases (but cannot be double counted as both).

PLEASE NOTE: CIPA Fellows may elect to substitute relevant courses that are not listed in this Course Guide, by petition, with the approval of their advisor and the Director of Graduate Studies.

Courses Appropriate for Any Concentration

Many courses beyond those in the foundation areas are relevant to public affairs professionals regardless of their interests – for example, leadership, strategic thinking, and communication skills. Moreover, relevant skill sets will vary not just with the concentration area but also with chosen career paths within a concentration. For example, fellows interested in social entrepreneurship or in managing organizations may need different skills than those who are primarily interested in public policy analysis. Fellows interested in an entrepreneurial or administrative career path might want to develop knowledge of basic accounting, budgeting or marketing, for example; those interested in public policy analysis will want to develop a toolkit that includes more project evaluation and project management skills.

While not meant to be fully inclusive, the following courses are some that may be relevant for inclusion in any concentration (or as specialized/professional development coursework).

Suggested Courses for Any Concentration

AEM 3380  Social Entrepreneurs, Innovators and Problem Solvers
CEE 5900  Project Management
COMM 3030  Organizational Writing
COMM 3070  Communicating for Impact: Developing Strategic Communication
COMM 3760  Planning Communication Campaigns
COMM 4200  Public Opinion and Social Process
COMM 4560  Community Involvement in Decision Making
HADM 6125  Foundations of Social Entrepreneurship
ILRLR 6011  Negotiation: Theory and Practice
ILRLR 6012  Managing and Resolving Conflict
NBA 5100  Social Entrepreneurship
NBA 5410  Project Management
NBA 5660  Oral and Written Communication
ORIE 4820  Spreadsheet-Based Modeling and Data Analysis
PADM 5130  Legal Aspects of Public Agency Decision-Making
PADM 5418  Strategic Stakeholder Engagement
PADM 5419  Exercising Leadership in the Public and Nonprofit Sectors
PADM 5340  Introduction to Evaluation
PADM 5341  Mixed Methods for Public and Nonprofit Evaluation
PADM 5342  Evaluation for Accountability and Oversight; G.A.O. Practicum
PADM 5380  The Translation of Research into Practice and Policy (also HD 6680)
PADM 5425  Accounting for Corporate, Nonprofit, and Governmental Organizations
PADM 5431  Fundraising
PADM 5449  Systems Thinking and Modeling for Public Affairs
PADM 5570  Corporate Responsibility
PADM 5900  Consulting for Nonprofit and Government Organizations
PADM 5944  Meeting the Policy Challenge
PAM 4100  Causal Reasoning and Policy Evaluation
PAM 5300  Cost-Benefit Analysis
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, 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.

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

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. For further information please see the CIPA Program Handbook.

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

Suggested Courses for Economic Policy, Public Economics, and Public Finance

AEM 4580  Economics and Psychology of Sustainable Business  
AEM 6300  Policy Analysis: Welfare Theory, Agriculture, and Trade  
AEM 6600  Natural Resources and Economic Development  
CRP 5040  Urban Economics  
CRP 6050  Urban Public Finance  
ECON 3040  Intermediate Macroeconomic Theory  
ECON 4210  Money and Credit  
ECON 4260  Public Finance: The Microeconomics of Government  
ECON 4290  Economic Analysis of Politics [requires instructor permission]
ECON 3800  Economics and the Law
ECON 4060  Economic Decisions under Uncertainty
ECON 4630  Industrial Policy
NBA 5240  Macroeconomics and International Trade
PAM 5130  Behavioral Economics and Public Policy
PAM 5170  Market Regulation and Public Policy
PAM 5300  Cost-Benefit Analysis
PAM 5334  Corporations, Shareholders, and Policy
PAM 5340  Regulation and Infrastructure Policy
PAM 5400  Economics of Consumer Policy

**Suggested Courses for Financial Policy**

AEM 4230  Contemporary Topics in Behavioral Finance
AEM 4590  Financial Markets and Institutions (also NBA 5430)
AEM 4620  Advanced Financial Modeling and Analysis
ECON 4210  Money and Credit
ECON 4220  Financial Economics
ECON 4240  Financial Economics, Derivatives, and Risk Management
ECON 4905  Financial Fragility and the Macroeconomy
LAW 6461  Financial Institutions [formerly Banking Law]
NBA 5061  Comprehensive Financial Statement Analysis
NBA 5110  Financial Modeling
NBA 5510  Emerging Markets Finance
NBA 5580  Corporate Financial Policy
NBA 6030  Sustainable Global Enterprise
NBA 6560  Valuations Principles
PADM 5572  Topics in Environmental Finance and Impact Investing

PAM 5334  Corporations, Shareholders and Policy

PAM 5440  Regulating Financial Institutions

**Suggested Courses for Economic and Financial Management and Decision-making**

AEM 3380  Social Entrepreneurs, Innovators and Problem Solvers

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)

CRP 6210  Introduction to Quantitative Methods for the Analysis of Public Policy

ECON 4060  Economic Decisions under Uncertainty

ECON 3810  Decision Theory I

ECON 3820  Decision Theory II

ECON 4010  Game Theoretic Methods

ECON 4020  Game Theory

NBA 5061  Comprehensive Financial Statement Analysis

NBA 5100  Social Entrepreneurship

NBA 5530  Accounting and Financial Decision-making

NBA 5980  Behavioral Finance

NBA 6030  Sustainable Global Enterprise/Strategies for Sustainability

NBA 6710  Business Ethics

NCC 5500  Financial Accounting

NCC 5540  Managing and Leading in Organizations

PADM 5114  Organizational Design, Change and Leadership
PADM 5410  Nonprofit Management and Finance
PADM 5425  Accounting for Corporate, Nonprofit and Government Organizations
PADM 5449  Systems Thinking and Modeling for Public Affairs
PADM 5570  Corporate Responsibility
PAM 5440  Regulating Financial Institutions

**Suggested Courses for International Economics and Finance**

AEM 4420  Emerging Markets
AEM 4421  Research and Strategy in Emerging Markets
AEM 4290  International Financial Management
AEM 4350  Political Economy of the WTO
AEM 6320  Open Economy Analysis: Theory and Applications
AEM 7620  Microeconomics of International Development
AEM 7670  Topics in International Finance
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 5130  International Finance Cases
NBA 5240  Macroeconomics and International Trade
NBA 6030  Strategies for Sustainability
NBA 6190  Leaders in Sustainable Global Enterprise
Environmental Policy

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. Working in the environmental area is typically a multi-disciplinary endeavor, so it becomes advantageous to structure a concentration keeping in mind that one may work with scientists, engineers, economists and lawyers in the search for politically feasible solutions to environmental problems. Having some scientific knowledge and competence can be a great asset, and sufficient economic and legal knowledge to be able to analyze and formulate domestic and/or international environmental policy. CIPA Fellows who select the environmental policy concentration take a minimum of five courses related to their specific area of focus.

CIPA Fellows interested in environmental policy, sustainability and finance may also want to apply to the Environmental Finance and Impact Investment Fellows Program (EFII) which CIPA has established with the Johnson School. For further information, please see the CIPA Program Handbook.

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.

**A few suggested Courses for Environmental Science**

- BEE 3299  Sustainable Development
- BEE 3710  Physical Hydrology for Ecosystems
- BEE 4010  Renewable Energy Systems

**Suggested Courses for Environmental Policy**

- AEM 4500  Resource Economics
- AEM 4510  Environmental Economics
- BEE 4010  Renewable Energy Systems
- BEE 4750  Environmental Systems Analysis
- BEE 4800  Our Changing Atmosphere: Global Change and Atmospheric Chemistry
- BEE 4870  Sustainable Energy Systems
- BEE 4890  Entrepreneurial Management for Engineers
- CEE 4540  Sustainable Small-Scale Water Supplies
CEE 4650  Transportation and Air Quality Modeling
CEE 5970  Risk Analysis and Management
CEE 6025  Special Topics in Environmental and Water Resources Analysis
COMM 4210  Communication and the Environment
COMM 4560  Community Involvement in Decision Making
COMM 4860  Risk Communication
COMM 6210  Advanced Communication and the Environment
CRP 3840  Green Cities
CRP 5460  Introduction to Community and Environmental Dispute Resolution
CRP 5540  Introduction to Environmental Planning
CRP 5590  Legal Aspects of Land Use Planning
CRP 5620  Perspectives on Preservation
CRP 6506  Environmental Planning Seminar: Wilderness and Wildlands
DEA 6610  Environments and Health
DSOC 6200  Community, Place and Environment
DSOC 6320  Environmental Governance
FSAD 4440  Global Fashion Management
GOVT 4303  The GMO Debate: Science and Society
HD 6650  Poverty, Children and the Environment
ILRIC 4313  Labor, the Environment and Climate Change
NBA 6030  Sustainable Global Enterprise/Strategies for Sustainability
NTRES 3220  Global Ecology and Management
NTRES 3240  Sustainable, Ecologically Based Management of Water Resources
NTRES 3300  Planning for Environmental Conservation and Sustainability
NTRES 3320  Introduction to Ethics and the Environment

NTRES 4300  Environmental Policy Processes

NTRES 4440  Resource Management and Environmental Law

NTRES 4940  Sustainability Science

PADM 5570  Corporate Responsibility

PADM 5572  Topics in Environmental Finance and Impact Investing

PADM 5734  Policy Issues in Disaster Prevention and Recovery

PAM 5970  Economics and Environmental Policy

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

AEM 6510  Environmental and Resource Economics

AEM 6600  Natural Resources and Economic Development

AEM 7500  Resource Economics

BEE 7540  Water Management in an era of Growing Water Scarcity

CEE 6200  Water-Resources Systems Engineering

COMM 6210  Advanced Communication and the Environment

DSOC 6210  Foundations of Environmental Sociology

LAW 6361  Environmental Law

LAW 6601  Land Use

NTRES 4440  Resource Management and Environmental Law

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.

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.

Suggested Courses for Government, Politics and Policy Studies

ANTHR 4462 Politics Beyond the State: Activism, Advocacy and NGOs
COMM 4200 Public Opinion and Social Process
COMM 4280 Communication Law
CRP 6720 International Institutions
CRP 6120 Devolution, Privatization: Challenges for New Urban Management
DSOC 4810 Global Conflict and Terrorism
DSOC 6320 Environmental Governance
ECON 3800 Economics and the Law
GOVT 3021 Social Movements in American Politics
GOVT 3082 American Political Campaigns
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 3403  China under Revolution/Reform
GOVT 3547  American Primacy Challenged: International Political Economy
GOVT 3557  American Exceptionalism Questioned: Comparative Political Economy
GOVT 3967  China Transnationalized
GOVT 3988  Democracy, Dictatorships and U.S. Foreign Policy
GOVT 4041  American Political Development in the 20th Century
GOVT 4112  The Politics of Change
GOVT 4283  Latino Politics as Racial Politics
HIST 4390  Reconstruction and the New South
PADM 5130  Legal Aspects of Public Agency Decision Making
PADM 5419  Exercising Leadership in Public and Non-Profit Sectors
PADM 5619  Policy, Politics and Political Management
PADM 5620  Lobbying: Theory, Practice and Simulations
PADM 5734  Policy Issues in Disaster Prevention and Recovery
PADM 5764  Intellectual Property Law and Policy
PADM 5944  Design Thinking: Meeting the Public Policy Challenge
PAM 3370  Race and Public Policy
PAM 3780  Sick Around the World? Comparing Health Care Systems Around the World
PAM 5334  Corporations, Shareholders and Policy
PAM 5440  Regulating Financial Institutions
6000/7000-Level Courses -- generally have prerequisites.

COMM 6180 Media Influence 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 6202 Political Culture
GOVT 6291 Contemporary American Politics
GOVT 6461 Public Opinion
GOVT 6596 Nonviolence and Political Theory
GOVT 6857 International Political Economy
GOVT 6897 International Security
GOVT 6596 Nonviolence and Political Theory
LAW 6011 Administrative Law: The Law of the Regulatory State
LAW 6161 Comparative Law: The Civil Law Tradition
LAW 6661 Constitutional Law and the European Union
LAW 6791 Public International Law
Human Rights and Social Justice

CIPA Fellows concentrating in Human Rights and Social Justice focus on human rights, which, although often assumed to be universal, remain controversial in domestic and world politics, and in plans, policies strategies and criteria for promoting equity and fairness as goals of public affairs. Fellows study theories and policies that support the expansion of human rights and the elimination of all forms of discrimination, such as that based on gender, race, ethnicity, class, religion, caste, sexual orientation, disability, age or marital status and that work toward ensuring equal opportunities before the law and in society-at-large. Students pursuing this concentration also address the political and economic constraints that stand in the way of full realization of human rights and prepare themselves to serve as more effective advocates for alleviating political, economic and social inequality. Within this broad concentration, fellows may want to narrow their focus. Possible focus areas include inequality (social and/or economic), race and ethnicity, gender or sexual orientation, civil rights and human rights, rights and liberties in war or disaster situations.

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

AMST 4505  Civil Rights Temporalities
AMST 4851  Refugees
ASRC 4602  Women and Gender Issues in Africa
ANTHR 4427 Gender Theory
ANTHR 4462 Politics Beyond the State: Activism, Advocacy and NGOs
CRP 6011  Ethics, Development and Globalization
CRP 6720  International Institutions
DSOC 3050  Education, Inequality, and Development
DSOC 3230  Gender and Global Change
DSOC 4100  Health and Survival Inequalities
ECON 3440  Women in the Economy
GOVT 3002  Civil Rights and Civil Liberties
GOVT 3012   The Politics of Poverty in the U.S.
GOVT 3021   Social Movements in American Politics
GOVT 3635   Human Rights and Global Justice
GOVT 3897   Human Rights at War
GOVT 4112   The Politics of Change
GOVT 4232   The Politics of the Inner City
GOVT 4264   Social Movements in Latin America
GOVT 4283   Latino Politics as Racial Politics
GOVT 4635   Feminist Theory/Law and Society
GOVT 4805   Race and Racism/Law and Society
HD 3570     Social Inequalities in Physical and Mental Health
ILRLE 4450  Women in the Economy
ILRLR 3820  Gendered Workplace
ILRLR 3830  Workers’ Rights as Human Rights
ILRLR 4000  Union Organizing
ILRLR 4820  Ethics at Work
ILRLR 4880  Justice
ILRIC 6010  Crossing Borders: Migrations in Comparative Perspective
ILRLR 6070  Values, Rights and Justice at Work
ILRLR 6079  Low Wage Workers and the Law
ILRLR 6840  Employment Discrimination and the Law
NS 4570     Health, Poverty, and Inequality: A Global Perspective
PAM 3040    Immigration and Public Policy
PAM 3150    Social Welfare Policy in the U.S.
PAM 3370    Race and Public Policy
PAM 4470 Families and Social Inequality
PAM 5080 Economics of the U.S. Social Safety Net
SOC 3570 Schooling, Racial Inequality, and Public Policy in America
SOC 5180 Social Inequality: Contemporary Debates, Theories and Models

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

CRP 6720 International Institutions
GOVT 6132 The Politics of Inequality in the United States
GOVT 6635 Education, Social Justice, and the Law
GOVT 6022 Racial and Ethnic Politics in the U.S.
GOVT 6776 The Problem with Rights
GOVT 6867 International Law, War and Human Rights
LAW 6560 International Human Rights and Institutions
LAW 7311 Immigration and Refugee Law
LAW 7855 International Human Rights Clinic
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. CIPA Fellows who select the international development studies concentration take a minimum of five courses related to some specific area of concern.

International Development Studies at Cornell is one of the university’s strongest multi-disciplinary areas of teaching and research relevant to public affairs. This is an area where Cornell has arguably the strongest and broadest curricular and faculty resources of any university in the country in the world. The concentration area is so large that the knowledge and skill needs for being effective in it are immense. Moreover, this is also a rapidly changing area of knowledge and practice. Fellows should be looking ahead when formulating a concentration, but this involves a good knowledge of the current state of the art and also of history; how we got to where we are now; what has been successful and what has not and why.

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

**Suggested Courses for International Development Studies**

- **AEM 3380** Social Entrepreneurs, Innovators, and Problem Solvers
- **AEM 4300** International Trade Policy
- **AEM 4310** Agricultural and Food Policy
- **AEM 4420** Emerging Markets
- **AEM 4421** Research and Strategy in Emerging Markets
- **AEM 4640** Economics of Agricultural Development
- **AEM 6040** Food Systems and Poverty Reduction
- **AEM 6300** Policy Analysis, Welfare Theory, Agriculture and Trade
- **AEM 6390** Research Methods in International Development
- **AEM 6600** Natural Resources and Economic Development
- **ARSC 4601** Educational Innovations in Africa and the African Diaspora
- **ASRC 4603** Politics and Social Change in Southern Africa
<table>
<thead>
<tr>
<th>Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>BEE 4870</td>
<td>Sustainable Bioenergy Systems</td>
</tr>
<tr>
<td>CRP 6011</td>
<td>Ethics, Development and Globalization</td>
</tr>
<tr>
<td>CRP 6150</td>
<td>Current Issues and debates on NGOs</td>
</tr>
<tr>
<td>CRP 6720</td>
<td>International Institutions</td>
</tr>
<tr>
<td>CRP 6740</td>
<td>Urban Transformations in the Global South</td>
</tr>
<tr>
<td>DSOC 4810</td>
<td>Global Conflict and Terrorism</td>
</tr>
<tr>
<td>DSOC 5200</td>
<td>Rethinking Global Development: New Frameworks for Understanding Poverty, Inequality and Growth in 21C</td>
</tr>
<tr>
<td>DSOC 6050</td>
<td>Social Theories of Development</td>
</tr>
<tr>
<td>DSOC 6601</td>
<td>The Empirics of Development and Social Change</td>
</tr>
<tr>
<td>DSOC 6620</td>
<td>The Social Life of Land</td>
</tr>
<tr>
<td>DSOC 6820</td>
<td>Community Organizing and Development</td>
</tr>
<tr>
<td>ECON 3370</td>
<td>The Economy of India</td>
</tr>
<tr>
<td>ECON 3380</td>
<td>China’s Economy Under Mao and Deng</td>
</tr>
<tr>
<td>ECON 4510</td>
<td>International Trade Theory and Policy</td>
</tr>
<tr>
<td>ECON 4520</td>
<td>International Monetary Theory and Policy</td>
</tr>
<tr>
<td>ECON 4560</td>
<td>Development Economics</td>
</tr>
<tr>
<td>ECON 4590</td>
<td>Economics of Export-Led Development</td>
</tr>
<tr>
<td>EDUC 5020</td>
<td>Education and Development in Africa</td>
</tr>
<tr>
<td>FSAD 4440</td>
<td>Global Fashion Management</td>
</tr>
<tr>
<td>FSAD 6021</td>
<td>Apparel and Textiles in Developing Nations</td>
</tr>
<tr>
<td>IARD 4020</td>
<td>Agriculture in Developing Nations I</td>
</tr>
<tr>
<td>IARD 4030</td>
<td>Traditional Agriculture in Developing Countries</td>
</tr>
<tr>
<td>IARD 6020</td>
<td>International Agriculture in Developing Countries</td>
</tr>
<tr>
<td>ILRIC 6010</td>
<td>Crossing Border: Migrations in Comparative Perspective</td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
</tr>
<tr>
<td>-------------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>ILRIC 6330</td>
<td>Comparative Political Economic and Global Debates</td>
</tr>
<tr>
<td>ILRIC 6350</td>
<td>Labor Markets and Income Distribution in Developing Countries</td>
</tr>
<tr>
<td>NBA 5240</td>
<td>Macroeconomics and International Trade</td>
</tr>
<tr>
<td>NBA 6030</td>
<td>Sustainable Global Enterprise/Strategies for Sustainability</td>
</tr>
<tr>
<td>NS 4500</td>
<td>Public Health Nutrition</td>
</tr>
<tr>
<td>NS 4450</td>
<td>Toward a Sustainable Global Food System: Food Policy for Developing Countries</td>
</tr>
<tr>
<td>NS 4480</td>
<td>Economics of Food and Malnutrition</td>
</tr>
<tr>
<td>NS 4570</td>
<td>Health, Poverty, and Inequality: A Global Perspective</td>
</tr>
<tr>
<td>NS 4600</td>
<td>Explorations in Global and Public Health</td>
</tr>
<tr>
<td>NS 4630</td>
<td>Global Health, Development and Policy Issues in Tanzania (Summer)</td>
</tr>
<tr>
<td>PADM 5345</td>
<td>Evaluation of International Programs and Projects</td>
</tr>
<tr>
<td>PADM 5450</td>
<td>International Public and NGO Management</td>
</tr>
<tr>
<td>PADM 5570</td>
<td>Corporate Responsibility</td>
</tr>
<tr>
<td>PADM 5655</td>
<td>The Planning and Management of Agricultural and Rural Development</td>
</tr>
<tr>
<td>PADM 5656</td>
<td>Institutional Reform in Developing Countries</td>
</tr>
<tr>
<td>PADM 5657</td>
<td>Alternative Paradigms, Practices, and Challenges in International Development</td>
</tr>
<tr>
<td>PAM 4140</td>
<td>Global Health Economics and Policy</td>
</tr>
<tr>
<td>PAM 5210</td>
<td>Development Economics and Public Policy</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>AEM 6125</td>
<td>Impact Evaluation in Developing Countries</td>
</tr>
<tr>
<td>AEM 6300</td>
<td>Policy Analysis: Welfare Theory, Agriculture, and Trade</td>
</tr>
<tr>
<td>AEM 6320</td>
<td>Open Economy Analysis: Theory and Applications</td>
</tr>
<tr>
<td>AEM 6600</td>
<td>Natural Resources and Economic Development</td>
</tr>
<tr>
<td>AEM 7620</td>
<td>Microeconomics of International Development</td>
</tr>
<tr>
<td>Course Code</td>
<td>Course Title</td>
</tr>
<tr>
<td>-------------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td>CRP 6011</td>
<td>Ethics, Development and Globalization</td>
</tr>
<tr>
<td>CRP 6720</td>
<td>International Institutions</td>
</tr>
<tr>
<td>ECON 7730</td>
<td>Economic Development</td>
</tr>
<tr>
<td>EDUC 6820</td>
<td>Community Education and Development</td>
</tr>
<tr>
<td>GOVT 6494</td>
<td>Agrarian Political Economy</td>
</tr>
<tr>
<td>GOVT 6603</td>
<td>Contentious Politics and Social Movements</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/Strategies in Sustainability</td>
</tr>
<tr>
<td>NS 6850</td>
<td>Microeconomics of Development: Applications to Health, Nutrition and Education</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 interested in this area should 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.

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.

CIPA Fellows pursuing this concentration may be interested in the Infrastructure Policy, Management and Finance (IPMF) Certificate. For further information about the certificate program, please see the CIPA Program Handbook.

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

Suggested Courses for Public and Nonprofit Management

AEM 3380  Social Entrepreneurs, Innovators, and Problem Solvers
CEE 5900  Project Management
COMM 3030  Organizational Writing
COMM 4560  Community Involvement in Decision Making
COMM 4860  Risk Communication
CRP 5460  Introduction to Community and Environment Dispute Resolution
CRP 6050  Urban Public Finance
CRP 6120  Devolution, Privatization: Challenges for New Urban Management
DSOC 6820  Community Organizing and Development
HADM 6125  Foundations of Social Entrepreneurship
ILRHR 3650  Organizational Consulting: Process and Results
ILRHR 3670  Employee Training and Development
ILRHR 4603  Work Groups and Teams
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>ILRHR 5600</td>
<td>Human Resources Management</td>
</tr>
<tr>
<td>ILRHR 6611</td>
<td>Entrepreneurs and Entrepreneurial Organizations</td>
</tr>
<tr>
<td>ILRHR 6680</td>
<td>Staffing Organizations</td>
</tr>
<tr>
<td>ILRHR 6690</td>
<td>Managing Compensation</td>
</tr>
<tr>
<td>ILRHR 6900</td>
<td>International Comparative Human Resource Management</td>
</tr>
<tr>
<td>ILRHR 6910</td>
<td>Business Strategy and Finance for Human Resources</td>
</tr>
<tr>
<td>ILRIC 4313</td>
<td>Labor, the Environment and Climate Change</td>
</tr>
<tr>
<td>ILRIC 4344</td>
<td>International Labor Law</td>
</tr>
<tr>
<td>ILRIC 4360</td>
<td>Global Comparative Disability Policy</td>
</tr>
<tr>
<td>ILRLE 4430</td>
<td>Compensation, Incentives, and Productivity</td>
</tr>
<tr>
<td>ILRLR 3820</td>
<td>Gendered Workplace</td>
</tr>
<tr>
<td>ILRLR 4040</td>
<td>Contract Administration</td>
</tr>
<tr>
<td>ILRLR 4820</td>
<td>Ethics at Work</td>
</tr>
<tr>
<td>ILRLR 5010</td>
<td>Labor and Employment Law</td>
</tr>
<tr>
<td>ILRLR 6480</td>
<td>Economic Analysis of the University</td>
</tr>
<tr>
<td>ILRLR 4865</td>
<td>The Crisis in Public Education</td>
</tr>
<tr>
<td>ILRLR 6011</td>
<td>Negotiation: Theory and Practice</td>
</tr>
<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>
</tr>
<tr>
<td>ILROB 5790</td>
<td>Negotiation and Conflict Resolution</td>
</tr>
<tr>
<td>ILROB 6080</td>
<td>The Politics of Organizational Change</td>
</tr>
<tr>
<td>INFO 4200</td>
<td>Information Policy: Research, Analysis, and Design</td>
</tr>
<tr>
<td>LAW 6592</td>
<td>Labor Law, Practice, and Policy</td>
</tr>
<tr>
<td>NBA 5150</td>
<td>Leadership Theory and Practice</td>
</tr>
</tbody>
</table>
NBA 5670 Management Writing
NBA 6010 Electronic Commerce
NBA 6340 Customer Relationship Management
NBA 6630 Managerial Decision Making
NCC 5080 Managing Operations
NCC 5500 Financial Accounting
NCC 5540 Managing and Leading in Organizations
NCC 5560 Managerial Finance
PADM 5110 Public Administration
PADM 5114 Organizational Design, Change and Leadership
PADM 5130 Legal Aspects of Public Agency Decision-Making
PADM 5340 Introduction to Evaluation
PADM 5341 Mixed Methods for Public and Nonprofit Evaluation
PADM 5342 Evaluation for Accountability and Oversight: GAO Practicum
PADM 5345 Evaluation of International Programs and Projects
PADM 5410 Nonprofit Management and Finance
PADM 5418 Strategic Stakeholder Engagement
PADM 5419 Exercising Leadership in the Public and Nonprofit Sectors
PADM 5420 Public Budgeting
PADM 5425 Introduction to Public, Non-Profit and Government Accounting
PADM 5431 Fundraising
PADM 5436 Health Care and Services Marketing
PADM 5449 Systems Thinking and Modeling for Public Affairs
PADM 5450 International Public and NGO Management
PADM 5455  Comparative Public Administration: The Case of Seoul Korea

PADM 5734  Policy Issues in Disaster Prevention and Recovery

PADM 5755  Infrastructure Finance

PADM 5900  Consulting for Nonprofit and Government Organizations

PADM 5944  Design Thinking: Meeting the Public Policy Challenge

PAM 5340  Regulation and Infrastructure Policy
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 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.

CIPA Fellows pursuing this concentration may be interested in the Infrastructure Policy, Management and Finance (IPMF) Certificate. For further information about the certificate program, please see the Program Handbook.

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

AEM 3220  Digital Business Strategy
AEM 3350  International Technology Marketing of Biotechnology
AEM 4370  Strategy and Innovation
BEE 4750  Environmental Systems Analysis
CEE 3230  Engineering Economics and Management
CEE 3610  Introduction to Transportation Engineering
CEE 4540  Sustainable Municipal Drinking Water Treatment
CEE 4630  Future Transportation Technologies and Systems
CEE 4640  Transportation Systems Design
CEE 4650  Urban Transportation and Environmental Systems for Sustainable Development
CEE 5900  Project Management
CEE 5910  Engineering Management Project
CEE 5930  Engineering Management Methods
CEE 5950  Construction Planning and Operations
CEE 5970  Risk Analysis and Management
CEE 5980 Introduction to Decision Analysis
COMM 4660 Public Communication of Science and Technology
CRP 3840 Green Cities
CRP 4080 Introduction to Geographic Information Systems (also CRP 5080)
CRP 5348 Design Connect
CRP 5860 Traffic Congestion: Policies and Politics
CRP 6050 Urban Public Finance
ECON 3810 Decision Theory I
ECON 3820 Decision Theory II
ECON 4220 Financial Economics
ENGRG 3600 Ethical Issues in Engineering Practice
GOVT 4291 The Politics of Science
GOVT 4303 The GMO Debate: Science and Society
INFO 4240 Designing Technology for Social Impact
LAW 4021 Competition Law and Policy
NBA 5061 Comprehensive Financial Statement Analysis
NBA 5070 Entrepreneurship for Scientists and Engineers
NBA 5410 Project Management
NBA 5740 Management Practicum
NBA 5780 Problem-Solving Project Process
NTRES 3240 Sustainable, Ecologically Based Management of Water Resources
PADM 5449 Systems Thinking and Modeling in Public Affairs
PADM 5570 Corporate Responsibility
PADM 5734 Policy Issues in Disaster Prevention and Recovery
PADM 5755  Infrastructure Financing
PADM 5764  Intellectual Property Law and Policy
PAM 5170  Market Regulation and Public Policy
PAM 5334  Corporations, Shareholders and Policy
PAM 5340  Regulation and Infrastructure Policy
PAM 5970  Economics and Environmental Policy
PHIL 4810  Topics 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 in Historical Perspectives
STS 4240  Designing Technology for Social Impact

**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
EDUC 6810  Democracy, Science, and Education
HIST 6181  Confluence: Environmental History and Science & Technology Studies
INFO 6210  Information, Technology and Society
LAW 6742  Patent Law
NBA 6010  Electronic Commerce
NBA 6120  Disruptive Technologies
NBA 6180  Global Innovation and Technology Commercialization
STS 6401  Science, Technology, Gender: Historical Issues
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, education, child and family policy, housing and urban policy, welfare and transfer programs. The fundamental material of this concentration introduces fellows to problem formation, cost-benefit analysis, identification of policy alternatives, and policy implementation.

CIPA Fellows who select the social policy concentration take a minimum of five courses related to their specific area of focus within the social policy domain. 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 relevant courses that are not listed here, by petition, with the approval of their advisor.

Note also that courses at the 7000-level will be Ph.D. courses and should only be taken by CIPA Fellows who have the adequate preparation. In general, courses at the 6000-level will have prerequisites and may also be Ph.D. level courses.

Suggested General Courses in Social Policy

CRP 6210  Introduction to Quantitative Methods for the Analysis of Public Policy
DSOC 5630  Using Statistics to Explore Social Policy and Development
DSOC 6150  Qualitative Research Methods
GOVT 3021  Social Movements in American Politics
GOVT 6603  Contentious Politics and Social Movements
ILRLE 4440  The Evolution of Social Policy in Britain and America
ILRIC 6350  Labor Markets and Income Distribution in Developing Countries
NBA 5100  Social Entrepreneurship
NS 6850  Evaluating the Impact of Health, Nutrition and Education Programs in Developing Countries
PADM 5340  Introduction to Evaluation
PADM 5380  The Translation of Research into Policy and Practice (also HD 6880)
PAM 3120  Research Design, Practice, and Policy
PAM 4100  Causal Reasoning and Policy Evaluation
Suggested Courses in Health Policy

COMM 6760 Public Health Communication
DEA 6610 Environments and Health
DSOC 4100 Health and Survival Inequalities
HD 3570 Social Inequalities in Physical and Mental Health
LAW 6471 Health Law
NS 4570 Health, Poverty, and Inequality: A Global Perspective (also ECON 3910)
NS 4500 Public Health Nutrition
NS 4600 Explorations in Global and Public Health
NS 4630 Global Health, Development and Policy Issues in Tanzania (Summer)
NS 6400 Social Science Theories in Nutrition
NS 6600 Special Topics in Nutrition
PAM 3280 Fundamentals of Population Health
PAM 3780 Sick Around the World? Comparative Health Care Systems
PAM 4140 Global Health Economics and Policy
PAM 4280 The Economics of Risky Health Behaviors
PAM 4370 Economics of Health Care Markets
PAM 4380 Economics of Public Health
PAM 4140 Global Health Economics and Policy
PAM 5280 Population Health for Health Care Managers (instructor permission)
PAM 5570 Health Care Organizations (instructor permission)
PAM 5670 Health Policy (instructor permission)
PAM 5870  Economic Evaluations in Health Care

PADM 5436  Health Care and Services Marketing

**Suggested Courses in Education Policy**

ARSC 4601  Educational Innovations in Africa and the African Diaspora

DSOC 3050  Education, Inequality, and Development

DSOC 3700  Comparative Social Inequalities

DSOC 5710  America’s Promise: Social and Political Context of American Education

DSOC 6610  Complex Organizations, Education, and Development

DSOC 6710  Schools, Communities and Policy Reform

EDUC 6810  Democracy, Science, and Education

GOVT 6635  Education, Social Justice, and the Law

ILRLR 4865  The Crisis in Public Education

ILRLE 6480  Economics Analysis of the University

PAM 3550  Economics of Education

PAM 5010  Education Policy

SOC 3570  Schooling, Racial Inequality, and Public Policy in America

SOC 4520  Sociology of Race and Education

**Suggested Courses in Family/Child/Elderly Policy**

HD 6530  Transitions to Adulthood

LAW 6421  Family Law

PAM 4070  Early Childhood Policy and Economics

PAM 4190  Poverty Policy and Child Well-being

PAM 4470  Families and Social Inequality

PAM 4460  Economics of Social Security (also ECON 3340)
PAM 6360  Race, Immigration and the Family

**Suggested Courses in Housing/Regional Policy**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRP 5040</td>
<td>Urban Economics</td>
</tr>
<tr>
<td>CRP 6050</td>
<td>Urban Public Finance</td>
</tr>
<tr>
<td>CRP 6430</td>
<td>Affordable Housing Policy and Programs</td>
</tr>
<tr>
<td>PAM 5250</td>
<td>Neighborhoods, Housing and Urban Policy</td>
</tr>
</tbody>
</table>

**Suggested Courses in Poverty, Inequality and Welfare Policy**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>DSOC 5200</td>
<td>Rethinking Global Development: New Frameworks for Understanding Poverty, Inequality and Growth in 21C</td>
</tr>
<tr>
<td>GOVT 3012</td>
<td>The Politics of Poverty in the U.S.</td>
</tr>
<tr>
<td>GOVT 4202</td>
<td>The Politics of Inequality: The History of the U.S. Welfare State</td>
</tr>
<tr>
<td>HD 6650</td>
<td>Poverty, Children and the Environment</td>
</tr>
<tr>
<td>ILRLE 6420</td>
<td>Economic Analysis of the Welfare State</td>
</tr>
<tr>
<td>ILRLR 6079</td>
<td>Low Wage Workers and the Law</td>
</tr>
<tr>
<td>NS 4570</td>
<td>Health, Poverty, and Inequality: A Global Perspective (Also ECON 3910)</td>
</tr>
<tr>
<td>PAM 4160</td>
<td>Ethnography of Poverty and Inequality</td>
</tr>
<tr>
<td>PAM 5080</td>
<td>Economics of the US Social Security Net</td>
</tr>
<tr>
<td>PAM 5150</td>
<td>Social Welfare Policy in the U.S.</td>
</tr>
<tr>
<td>PAM 4470</td>
<td>Families and Social Inequality</td>
</tr>
<tr>
<td>SOC 5180</td>
<td>Social Inequality: Contemporary Debates, Theories and Models</td>
</tr>
</tbody>
</table>
A Graduate MPA Program
Cornell University
294 Caldwell Hall
Ithaca, NY 14853-2602

Phone: (607) 255-8018
Fax: (607) 255-5240
Email: cipa@cornell.edu
Web: http://www.cipa.cornell.edu