

MASTER OF PUBLIC MANAGEMENT

2013-2014 HANDBOOK

**H. John Heinz III College
School of Public Policy and Management**

Carnegie Mellon University

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Dear MPM Participants,

No doubt, your decision to attend graduate school was made after a great deal of thought. As a professional you require a flexible educational program that is tailored to your needs and combines academic excellence and customer service. Our philosophy is to offer personal attention and service to each and every one of our students. The MPM degree is a rigorous program that will require your commitment and hard work and we are here to assist you in your studies in the Master of Public Management program.

This handbook informs you of the policies, procedures and guidelines that govern your program. This is one of the tools you will need to complete your graduate program. We value and appreciate any feedback or recommendations that you may have to improve future editions of this Handbook.

On behalf of the staff and faculty of the Master of Public Management Program, I welcome you to the School of Public Policy and Management in the H. John Heinz III College at Carnegie Mellon as a current student and future alumni. We look forward to getting to know you.

Sincerely,

Reed Schoenly
Director, Master of Public Management Program

Master of Public Management Program

This handbook provides specific information on the curriculum and program requirements for the Master of Public Management Program, Pittsburgh campus. The Heinz College also publishes a separate handbook which details college-wide policies and procedures pertaining to educational planning, program committee, teaching, scheduling and course credit, performance standards, academic standing, ethics and discipline, student privacy rights as well as major forms and deadlines. Students should familiarize themselves with both handbooks as they include information that is critical for your success. Both handbooks can be obtained through your program director and via the Heinz College website at:

<http://www.heinz.cmu.edu/academic-resources/student-handbook-forms/index.aspx>.

Mission Statement

The mission of the Master of Public Management program is to educate men and women of intelligent action to lead and transform public, non-profit and private sector organizations and to address important social issues.

Students in the MPM program should be able to:

- Describe the theoretical foundations of professional management;
- Apply technical and analytical tools, skills and techniques in solving real-world problems;
- Demonstrate ethical behavior, teamwork, responsibility to society and a commitment to work and education; and
- Function effectively in diverse groups and operate in an increasingly connected world.

We achieve this mission through:

- project work and group discussions.
- individual attention to the needs and aspirations of mid-career professionals;
- a culture that nurtures a personal commitment to serve the public interest; and
- an academic community that values diversity, promotes creative thought and encourages ethical behavior.

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1. CURRICULUM

In accordance with Carnegie Mellon University policy, students in the MPM program have a maximum of seven years to complete their degree program. The MPM program does not have a per-semester enrollment requirement; however students are encouraged to maintain steady and continuous enrollment to ensure a timely graduation. Students can complete the program through either part-time or full-time enrollment.

Full-time: students can complete the program in 12 - 22 months. Students seeking to complete the program in 12 months will enroll in 48 units of coursework for three consecutive semesters. Students may also elect an 18 or 22 month program which requires 36 units of coursework over four semesters. Students in the 18 month program will be enrolled for four consecutive semesters, while students in the 22 month program will usually enroll only during the fall and spring semesters.

Part-time: most students will complete the part-time program in 24-36 months. Students seeking to finish the program in two years will complete 24 units per semester for six consecutive semesters. The 32 month program requires 18 units per semester for eight consecutive semesters, while the 36 month program requires 48 units of coursework per year. Students seeking a more flexible program can work with their advisor to develop an appropriate program of study.

Federal Financial Aid guidelines define full-time enrollment status at the Heinz College as 36 units of coursework per semester, with part-time status being defined as 18 units of coursework per semester.

Students who attend the program on a full-time basis do not also work full-time.

In order to satisfy the requirements of the MPM curriculum, students must:

- Successfully complete 144 units of graduate level course work
- Successfully complete or exempt all core courses and successfully complete all required concentration courses, where applicable
- Maintain a minimum of a 3.0 cumulative grade point average

1.1 Enrollment Options

The MPM offers three classifications of enrollment: degree, non-degree and certificate.

Degree seeking: are students who have been admitted into the Master of Public Management and intend on completing their graduate degree at the Heinz College. Degree seeking students are eligible to receive federal financial aid and scholarship support.

Non-degree seeking: are students who have been admitted in the Heinz College are limited to a total of 24 units of approved graduate coursework. Non-degree students who later apply and are admitted into the MPM will have all eligible coursework applied toward program and graduation requirements. Non-degree students are not eligible to receive federal financial aid or scholarship support.

Certificate: certificate students will be admitted into the Heinz College and will complete a prescribed program of study. Students in this status who later apply and are admitted into the MPM will have all eligible coursework applied toward program and graduation requirements. Generally certificate students are not eligible to receive federal financial aid, but may be eligible to receive a Heinz College scholarship.

1.2 Program Advising

Beginning in the 2013-14 academic year, the MPM program will offer two options for program advising; general advising and faculty advising. General advising will be supported by the MPM office and will support students in day to day program specific questions (course scheduling, policy questions, enrollment concerns and program forms)., while faculty advising has been developed to support students with specific academic question (course progression, professional preparation and other academic related questions). MPM students will receive faculty advisor assignments during their first semester of enrollment.

Once assigned a faculty advisor, students will still be able to receive support and guidance from the MPM program office.

1.3 Common Core Courses

There are seven common core courses, which every student in the MPM program must successfully complete (or exempt by demonstrating significant competency). The core courses cover general management competencies that all managers should possess, regardless of their field. The common core curriculum exposes students to the practice, management and administration of economics, data analysis, information systems, organizational management, financial analysis and communication.

With the exception of 91-600 Quantitative Methods, The MPM program does not have a required order or progression of core courses; however students are encouraged to complete the core requirements early in the program to have the appropriate foundation for advanced program electives and concentration coursework.

1.5 Common Core Courses and Acceptable Substitutions

The required common core courses, as well as their acceptable substitutions, are as follows (note: substitutions must be approved by both the instructor and your advisor):

Course No.	Required Common Core Courses	Units	Fall	Spring	Summer
91-600	Quantitative Methods	0	X		
91-800	Organizational Management	12	X	X	
91-801	Data Analysis for Managers	12	X	X	
91-802	Information Systems for Managers	12	X		X
91-803	Economic Analysis for Managers	12		X	
91-804	Financial Analysis for Managers	12		X	X
94-702	Professional Writing (approved sub)	6	X	X	X
91/90-718	Strategic Presentation Skills	6	X	X	X
Course No.	Approved Core Course Substitutions: <i>These courses are part of the MSPPM core and are day-only offerings.</i>	Units	Fall	Spring	Summer
90-710	Applied Economic Analysis (approved for 91-803)	12	X		
90-711	Emp. Mthds for Public Policy & Mana (approved for 91-801)	12		X	
90-724	Financial Analysis (approved for 91-804)	12		X	
90-728	Introduction to Database Management **AND** 6 units from approved list (approved for 91-804)	6	X		
94-701	Business English (approved for 94-702)	6	X	X	X

1.5 Foundation Course

All MPM students are required to successfully complete Quantitative Methods (91-600), a review of algebra, within the first 48 units of program study. Quantitative Methods is also the prerequisite to 91-803, Economic Principles of Policy Analysis. *Quantitative Methods is a zero unit, zero cost course and will not count toward the 144 required units for MPM degree.* If a student already possesses the competencies that are taught in the Quantitative Methods class, s/he can opt to take an exemption exam. Speak to your advisor about the exemption process.

2. SCHEDULING AND COURSE CREDIT

2.1 Length and Intensity of Courses

A full-semester course carries 12 units of credit and generally requires 12 hours of work per week, including time spent in and out of the classroom. "Mini" courses are half a semester in length, carry 6

units of credit, and also require approximately 12 hours of work per week. A mini either begins at the start of the semester and ends at the mid-point, or begins at the mid-point and runs until the end of the semester.

All 91-xxx classes meet once each week from 6:00 – 8:50 pm and 6:00 – 9:20 in the summer. The following core courses:

91-803 Economic Principles of Policy Analysis

91-801 Data Analysis for Managers

91-802 Information Systems for Managers

91-804 Financial Analysis for Managers

hold a review session on Saturdays that is optional for students and not intended to serve as a make-up session for missed class time.

Part-time students, whose schedules permit, may take classes offered during the day.

2.2 Course Loads

You may register for anywhere from 6 to 60 units each semester. A student is considered to be full-time in the MPM program when registered for 36 units or more. At 48 units a student is charged the full-time tuition rate. Students must be registered for at least 18 units in order to qualify for federal financial aid.

An audited course will be counted toward the 60 maximum allowable units per semester. However, an **audited course earns no units toward the degree.**

2.3 Credit for Prior Courses

Occasionally, MPM students can receive credit toward graduation for graduate level courses taken prior to entering the MPM program. This is decided on a case-by-case basis, and depends on a number of factors, such as when the coursework was taken, the subject in which it was taken, and the grade that was earned. Typically a student can transfer in two, relevant, 12-unit classes (each class equivalent to a 3 or 4 credit class taken at a different institution). **A course with an earned grade of less than a 'B' will not be considered for transfer.** A course taken at another institution can count toward elective credit, but the grades are not used in the computation of the Heinz College grade point average.

2.4 Exemption of Courses

A student may be granted exemption from a core course or a required concentration course in which he or she has demonstrated proficiency. Students in this situation should consult their academic advisor and review the *MPM Exemption Process* guidelines. Documentation regarding the reason for your exemption request is required, and is submitted to a faculty member for review. This documentation typically includes copies of syllabi from relevant classes, copies of transcripts reflecting the successful completion of relevant course work, or a letter of explanation regarding related work or experience. *A course exemption will not reduce the required number of units needed to graduate, rather these units will be applied toward additional elective coursework.*

3. CONCENTRATION INFORMATION

Students in the MPM program can choose to follow one of the designated areas of concentration:

- Health Care Management
- Human Resources Management
- Management
- Financial Resources Management (Full-time students only)
- Self-Defined
- Leadership in Higher Education
- K-12 Educational Leadership and Principal Certification

Each concentration has its own set of expectations pertaining to required and elective courses. In some cases, students may complete more than one area of concentration, though it may be necessary to take extra coursework.

Students must declare an area of concentration by the time they have completed 48 units within the MPM program. To declare your area(s) of concentration, pick up a form from the MPM office or download the form from the Heinz College website <http://www.heinz.cmu.edu/academic-resources/student-handbook-forms/index.aspx>. Students who plan to pursue an individual program must still complete a form and indicate their intentions. See your advisor regarding an individual program.

The university does not list areas of concentration on the graduate's diploma or transcript; however students are encouraged to list their concentration or the name of their self-defined concentration on their resumes.

A concentration area is useful for scheduling, developing a plan of study, and more importantly assisting the student to develop a set of skills in a certain field

3.1 Pre-defined Concentrations

Most of our students find that their interests fit well within one of the following concentration areas. The MPM concentrations include:

- Health Care Management
- Human Resources Management
- Management
- Financial Resources Management (Full-time students only)
- Higher Education Administration
- K-12 Educational Leadership and Principal Certification

Please note this information is provided to help guide your coursework, and it is your choice to decide on a pre-defined concentration or a self-defined concentration. Students must complete a minimum of 48 units in a concentration area.

It is also important to note that all of the courses listed are not offered in every academic year. It is also possible that the semester in which a course is offered may change from year to year and those additional courses may be offered. You should consult with your advisor for courses that best match your academic and career interests. In addition, students should consult the current course schedule for updated information, as new courses are added and some courses are deleted.

3.2 Health Care Management

In addition to the core coursework, if you pursue the Health Care Management concentration you must successfully complete 48 units of coursework from the following list:

<i>Course Number</i>	<i>Health Care Management</i>	<i>Units</i>	<i>Fall</i>	<i>Spring</i>	<i>Summer</i>
90-861	Health Policy	6	X		
90-877	Healthcare Marketing	6	X		
90-788	Biotechnology Regulation, Policy and Compliance	6	X		
90-820	Health Care Information Security	6	X		
90-818	Health Care Quality and Performance Improvement	6	X		
90-830	Intro to Fin Mgmt of Healthcare	6		X	
90-831	Adv. Fin Mgmt of Healthcare	6		X	
90-836	Health Systems	6		X	
90-708	Healthcare Ethics	6		X	
90-721	Health Care Management	6		X	
90-833	Population Health	6		X	

3.3 Human Resources Management

In addition to the core coursework, if you pursue the Human Resources Management concentration you must successfully complete 48 units of coursework from the following list:

<i>Course Number</i>	<i>Human Resources Management</i>	<i>Units</i>	<i>Fall</i>	<i>Spring</i>	<i>Summer</i>
90-796	Human Resources Policy and Modeling	12	X		
91-822	Human Resources Management	12	X		
91-828	Ethical Issues in Mgmt	6	X		
91-824	Legal Issues in Human Resource Mgmt	12		X	
91-844	Managing Quality Improvement	12		X	
91-814	Labor Relations	6		X	
91-829	Total Compensation	6			X
91 - 878	Human Capital Management	6			X
91- 879	Organizational Growth and Human Capital	6			X
94-821	Diversity Management and Intergroup Leadership	6			X

3.3 Human Resources Management Certificate

Students seeking the **Human Resources Management Certificate** must successfully complete 72 units of coursework, 48 units of required coursework and 24 units of approved electives.

<i>Course Number</i>	<i>Human Resources Management</i>	<i>Units</i>	<i>Fall</i>	<i>Spring</i>	<i>Summer</i>
91-822	Human Resources Management	12			X
91-824	Legal Issues in Human Resource Mgmt	12		X	
94-800	Negotiation	6	X	X	
94-837	Performance Management	6		X	
91-802	Information Systems for Managers	12	X		X
<i>*Approved Electives*</i>					
91-828	Ethical Issues in Mgmt	6	X		
90-796	Human Resources Policy and Modeling	12	X		
91-824	Legal Issues in Human Resource Mgmt	12		X	
91-844	Managing Quality Improvement	12		X	
91-809	Organizational Change	6		X	
91- 879	Organizational Growth and Human Capital	6			X
91-829	Total Compensation	6			X
91-869	Conflict Resolution	6	X	X	X

3.4 Management

In addition to the core coursework, if you pursue the Management concentration you must successfully complete 48 units of coursework from the following list:

<i>Course Number</i>	<i>Management</i>	<i>Units</i>	<i>Fall</i>	<i>Spring</i>	<i>Summer</i>
90-737	Budgeting and Mgmt Control Systems	12	X		
91-807	Management Consulting	12	X		
94-814	Evidence -Based Management	6	X		
91-828	Ethical Issues in Mgmt	6	X		
91-843	Power and Influence	6	X		
91-845	Advanced Power & Influence	6	X		
91-857	Intro to Financial Modeling and Analysis	6	X	X	
91-810	Leadership, Innovation & Org Change	12		X	X
94-811	Strategic Development	6		X	X
91-873	Information Technology Strategy & Management	6		X	
94-800	Negotiation	6	X		X
91-822	Human Resource Management	12			X
94-821	Diversity Mgmt & Intergroup Leadership	6			X

3.5 Financial Resources Management

In addition to the core coursework, if you pursue the Financial Resources Management concentration you must successfully complete 48 units of coursework from the following list:

NOTE: This concentration is only available to full-time students or students who can take daytime classes.

Course Number	Financial Management	Units	Fall	Spring	Summer
90-737	Budgeting and Mgmt Control Systems	12	X		
91-855	Financial Management	12	X		
91-851	Managerial and Cost Accounting	12	X		X
91-828	Ethical Issues in Mgmt	6	X	X	
90-744	Acct & Control in Non-Profit Orgs	6		X	X
90-747	Cost Benefit Analysis	6		X	
90-817	Regional Finance & Education Policy	12		X	
91-812	Budgeting and Mgmt in Schools	6		X	
90-830	Intro to Fin Mgmt of Healthcare	6			X
90-831	Adv. Fin Mgmt of Healthcare	6			X
91-854	Strategic Cost Accounting	6			X
90-790	State and Local Finance	12			
91-857	Financial Modeling for Management Decisions	6			

3.6 Self-Defined

The **self-defined concentration** allows students the opportunity to design a program that meets the student's specific professional and academic needs. The 72 units of core courses are still required, but the student may select the remaining courses (72 units) based on the skill set that s/he hopes to achieve. Advisor approval is required for all course selections. A student who chooses a self-defined concentration should outline his/her goals and desired skill set and courses in a short statement and meet with the advisor to review. A maximum of 24 units can be taken outside of the Heinz College, including courses that are taken at one of Carnegie Mellon's other schools (Dietrich, CIT, Tepper, MCS, CS, and CFA). Typically, only 24 units will be transferred in from another college or university.

3.7 Higher Education Administration

The Higher Education Administration concentration was discontinued during the summer 2013 semester. The program is no longer reviewing applicants for this concentration. For students who are completing this concentration, please see your program advisor and consult the MPM handbook from your first semester of enrollment for program requirements.

3.8 K-12 Educational Leadership and Principal Certification

The K-12 Educational Leadership concentration was discontinued during the summer 2013 semester. The program is no longer reviewing applicants for this concentration. For students who are currently this concentration, please see your program advisor and consult the MPM handbook from your first semester of enrollment for program requirements.

STATEMENT OF ASSURANCE

Carnegie Mellon University does not discriminate and Carnegie Mellon University is required not to discriminate in admission, employment, or administration of its programs or activities on the basis of race, color, national origin, sex or handicap in violation of Title VI of the Civil Rights Act of 1964, Title IX of the Educational Amendments of 1972 and Section 504 of the Rehabilitation Act of 1973 or other federal, state, or local laws or executive orders.

In addition, Carnegie Mellon University does not discriminate in admission, employment or administration of its programs on the basis of religion, creed, ancestry, belief, age, veteran status, sexual orientation or in violation of federal, state, or local laws or executive orders. While the federal government does continue to preclude gays, lesbians and bisexuals from receiving ROTC scholarship or serving in the military, ROTC classes on this campus are available to all students.

Inquiries concerning application of these statements should be directed to the Provost, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone (412) 268-6684, or the Vice President for Enrollment, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone (412) 268-2056.

Obtain general information about Carnegie Mellon University by calling (412) 268-2000.

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