

# MASTER OF PUBLIC MANAGEMENT 2017-2018 HANDBOOK



Ramayya Krishnan, Dean  
Lowell Taylor, Program Chair  
Jackie Speedy, Associate Dean  
Kathryn Dugan Stanko, Director  
Barbara Diecks, Senior Coordinator

Table of Contents

1. SUMMARY OF KEY REQUIREMENTS .....	3
2. MPM MISSION STATEMENT AND PROGRAM OUTCOMES .....	4
3. CURRICULUM .....	5
3.1 ACADEMIC ADVISING .....	5
3.2 COMMON CORE COURSES .....	5
3.3 ELECTIVES .....	6
3.4 QUANTITATIVE METHODS .....	6
4. SCHEDULING AND COURSE CREDIT .....	6
4.1 LENGTH AND INTENSITY OF COURSES .....	7
4.2 COURSE LOADS .....	7
4.3 CREDIT FOR PRIOR COURSES .....	7
4.4 EXEMPTION OF COURSES .....	8
5. CAREER SERVICES .....	8
6. STATEMENT OF ASSURANCE .....	8

## **1. SUMMARY OF KEY REQUIREMENTS**

**1. Familiarize yourself with BOTH the Heinz College Handbook and this MPM Program Handbook Addendum to insure that you comply with all Program requirements.** If you do not meet all of the requirements for graduation, you will not be permitted to graduate. You must submit requests for waivers of requirements in advance.

2. To graduate, you *must* complete 144 units of coursework with at least a 3.0 Quality Point Average.

3. Your academic advisor must approve your first semester schedule and all schedule changes.

4. Students can change their schedules -- once they have met with their advisor -- using Carnegie Mellon's On-line Registration, up until the official Add/Drop deadline for the semester or mini.

5. You are permitted to take up to 12 units of Independent Study. Proper paperwork must be completed for the Independent Study prior to the 10<sup>th</sup> day of class for a given semester.

6. If circumstances beyond your control prevent you from completing all requirements for a course by the end of a semester, you may ask the instructor for permission to take an incomplete and to make up the work. If the instructor agrees (and s/he may refuse), you must sign a formal contract. You must sign the contract before the end of the semester, and you must complete the work by the end of the following semester. Instructors will impose grade penalties for incompletes, except when they are due to serious illness or other unavoidable circumstances.

7. It is your obligation to understand and comply with the rules of academic and professional conduct at the Heinz College. Penalties for breach of these standards can range from failure of the course to expulsion from the College.

8. A leave of absence must be requested in advance if you intend to be away from the College for an extended period other than a summer. Any student who interrupts their program of study without such approval will be deemed to have withdrawn and will be required to seek readmission before returning.

## **1. MPM MISSION STATEMENT AND PROGRAM OUTCOMES**

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

Students in the MPM program should be able to:

- Practice evidence-based, data-driven, quantitative decision making and leadership;
- Apply technical and analytical tools, skills and techniques in solving real-world problems;
- Communicate effectively in verbal, written, and visual form and prepare and convey conversations suitable for a diverse audience; and
- Function effectively in diverse groups and operate in an increasingly connected world.

The MPM Program values:

- 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

### **3. 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 during the fall and spring semesters only.

**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 academic 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.

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
- Maintain a minimum of a 3.0 cumulative quality point average

#### **3.1 ACADEMIC ADVISING**

The MPM program director will serve as the academic advisor during a student's course of study at Heinz College. In addition to the director, students will also have the opportunity to meet with and discuss career options with Heinz College faculty members.

#### **3.2 COMMON CORE COURSES**

There are eight common core courses, which every student in the MPM program must successfully complete (or exempt by demonstrating significant competency). The common core curriculum exposes students to the practice, management and administration of economics, data analysis, information systems, organizational management, financial analysis and communication.

The required common core courses are as follows:

<i>Course No.</i>	<i>Required Common Core Courses</i>	<i>Units</i>	<i>Fall</i>	<i>Spring</i>	<i>Summer</i>
91-600	Quantitative Methods (online; pre-program)	0			
TBA	Optimization and Risk Modeling for Managers	6	X	X	
91-800	Organizational Management	12	X		
91-801	Data Analysis for Managers	12	X		
90-728	Introduction to Database Management	6		X	
91-729	Business Analytics for Managers	6		X	
91-803	Economic Analysis for Managers	12		X	
91-804	Financial Analysis for Managers	12		X	
91-717	Business Writing for Leaders	6	X	X	X
90-718	Strategic Presentation Skills	6	X	X	X

### 3.3 ELECTIVES

In addition to the Core, students may select electives to support their chosen career path or interest area to supplement areas of expertise. The MPM program director and MPM faculty are available for consultation when choosing electives.

## 4. SCHEDULING AND COURSE CREDIT

Incoming MPM students will be registered for their first semester core courses by the MPM office prior to the start of the fall semester. A student can choose to take an elective during their first semester as well. Please make an appointment to speak with the MPM program director prior to enrolling for an elective course during your first semester of study.

MPM students will register for courses using SIO (<http://www.cmu.edu/hub/>) for each subsequent semester. Please be sure to speak with the MPM program director prior to registration if you have any questions.

### 4.1 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.

- Fall Semester: August-December
  - Mini 1: August-October
  - Mini 2: October-December
- Spring Semester: January-May
  - Mini 3: January-March
  - Mini 4: March-May
- Summer Semester: May-August
  - Mini 5: May-June
  - Mini 6: June-August

All 91-xxx classes meet once each week from 6:00 – 8:50 pm. The following core courses hold a review session on Saturday mornings:

91-803 Economic Principles of Policy Analysis  
91-801 Data Analysis for Managers  
91-804 Financial Analysis for Managers

These sessions are optional for students and not intended to serve as a make-up session for missed class time

**\*Part-time students may take classes offered during the day.**

## **4.2 COURSE LOADS**

Students 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 flat-semester 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.**

## **4.3 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 quality point average.

## **4.4 EXEMPTION OF COURSES**

A student may be granted exemption from the following core course in which he or she has demonstrated proficiency:

- Data Analysis for Managers
- Economic Analysis for Managers
- Financial Analysis for Managers
- Introduction to Database Management

To complete the exemption process for the classes listed above, students should consult the MPM Program Director. 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 professional work experience. In some cases, a student may be required to take and pass an exemption exam. A course exemption will not reduce the required number of units needed to graduate.

## **5. CAREER SERVICES**

Each program is assigned a specific Heinz College career advisor specific to each program to assist students with their career services as it pertains to your job search. This may include cover letter and resume reviews, leading career services workshops, researching organizations and contacts, scheduling mock interviews, and coordinating networking events. Students are encouraged to participate in as many events as possible. Anita Nichols is the career advisor for MPM students.

## **6. 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.

*Updated 06.15.2015*