

MASTER OF PUBLIC MANAGEMENT 2019-2020 HANDBOOK



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1. INTRODUCTION

This handbook provides specific information on the curriculum and program requirements for the Master of Public Management (MPM) Program.

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 and major forms and deadlines.

Students should familiarize themselves with **both handbooks** as they each include information that is critical for your success. Both handbooks can be obtained through your program office and via the Heinz College website at: <http://www.heinz.cmu.edu/academic-resources/student-handbook-forms/index.aspx>

2. MPM MISSION STATEMENT AND PROGRAM OUTCOMES

The mission of the Master of Public Management program is to educate people 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 working 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

The MPM curriculum is structured with a set of required Core courses and free electives. In order to successfully complete the MPM program, you must:

- Successfully complete 144 units of graduate level course work
- Successfully complete or exempt all Core courses
- All other standards for graduation, including meeting minimum 3.0 quality point average

3.1 LENGTH OF PROGRAM

In accordance with Carnegie Mellon University policy, students in the MPM program have a maximum of seven (7) years to complete their degree program from the time of their first enrolled semester. 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.

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

Part-time enrollment*: Most students will complete the part-time program in 24-36 months. Students seeking a more flexible program can work with their academic advisor to develop an appropriate program of study. Following are common part-time formats of study:

- Six semesters over two years. Students will complete 24 units of coursework per semester.
- Eight semesters over 32 months. Students will complete 18 units of coursework per semester.
- The 36 month program requires 48 units of coursework per year.

*International students who will obtain a VISA for their study are *not eligible* for part-time enrollment.

Full-time enrollment*: Most students will complete the full-time program in 16-24 months. Students seeking a more flexible program can work with their academic advisor to develop an appropriate program of study. Following are common full-time formats of study:

- Three semesters over 16 months (Fall, Spring, Fall.) Students will complete 48 units of coursework per semester.
- Four semesters over 24 months (Fall, Spring, Fall, Spring.) Students will complete 36 units of coursework per semester.

*International students who will obtain a VISA for their study must choose their length of program prior to completing their VISA application. Once a VISA is obtained, the format of study (length of program) may only be modified through petition to the Office of International Education (OIE.)

3.2 COMMON CORE COURSES

There are nine (9) 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:

Course No.	Required Common Core Courses	Units	Fall	Spring	Summer
91-800	Organizational Management	12	X		
91-804	Financial Analysis for Managers	12	X		
91-803	Economic Principles of Policy Analysis	12		X	
91-801	Statistical Methods for Managers	12	X		
90-728	Introduction to Database Management	6		X	
91-729	Business Analytics for Managers	6		X	
91-819	Optimization and Risk Modeling for Managers	6		X	
91-717	Business Writing for Leaders	6			X
90-718	Strategic Presentation Skills	6			X

The **recommend sequence** for completing core courses will depend upon your length of program and the semester you began classes. Your academic advisor will provide a recommended core course sequencing plan that should be followed. Any changes to the recommended sequencing should first be approved by your academic advisor.

3.3 ELECTIVES

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

3.4 ACADEMIC ADVISING

The Associate Director of Policy Programs will serve as the primary academic advisor during a student's course of study at Heinz College. In addition, students may meet with and discuss academic options with the Director of Public Policy Programs and Heinz College faculty members.

4. SCHEDULING AND COURSE CREDIT

Incoming MPM students will be registered for their first semester by the Heinz College Academic Services Office prior to the start of the semester. Please make an appointment to speak with your advisor should you wish to adjust your pre-determined schedule.

MPM students will register for courses using SIO (<http://www.cmu.edu/hub/>) for each subsequent semester. Please be sure to speak with your advisor 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 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.

Many Core courses hold an additional, *optional* review session on Saturday mornings that will automatically be included on a student's schedule when they register for the core course.

4.2 COURSE LOADS

Students may register for 6 to 54 units each semester. Your total units impact the following:

- Students must be registered for at least 18 units in order to qualify for federal financial aid
- A student is considered to be full-time when registered for 36 units or more.
- International students who will obtain a VISA for their study are not eligible for part-time enrollment and must register for at least 36 units each semester.
- At 48 units a student is charged the flat-semester tuition rate. Below 48 units students are charged the per-unit tuition rate.

4.3 CREDIT FOR PRIOR COURSES

MPM students can receive credit toward graduation for graduate level courses taken prior to entering the MPM program. Students will be required to provide a transcript and syllabus for the course to the MPM Program office for consideration. Decisions are made 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, relevance to the MPM curriculum and the grade that was earned. A course with an earned grade of less than a 'B' will not be considered for transfer.

Typically, a student can transfer in up to two, relevant, 12-unit classes (each class equivalent to a 3 or 4 credit class taken at a different institution).

If credit is awarded for courses taken prior to enrolling in the MPM Program, grades earned in those courses are not used in the computation of the Heinz College quality point average.

4.4 EXEMPTION OF CORE COURSES

A student may request exemption from the following Core course in which he or she has demonstrated proficiency:

- Financial Analysis for Managers
- Economic Principles of Policy Analysis
- Statistical Methods for Managers
- Introduction to Database Management
- Business Writing for Leaders

To request exemption, students will complete an online petition form. The form is located on the Heinz College website under *Current Students, Heinz College Student Forms*. The online form is named “Petition for Course Exemption (online).” The student will complete the form and upload appropriate documentation to the form and submit.

The documentation required 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.

The submission is automatically forwarded to the Faculty member designated as the authority (typically, but not always, the faculty member teaching the course.)

In some cases, a student may be required to take and pass an exemption exam.

Students do not earn units for coursework they have exempted and an exemption will not reduce the number of units required to graduate.

5. CAREER SERVICES

Each student is assigned a specific Heinz College career advisor based on their program. The career advisor will assist students with their career services as it pertains to your overall career growth. This may include cover letter and resume reviews, salary and/or promotion negotiation advice, 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.

6. STATEMENT OF ASSURANCE

Carnegie Mellon University does not discriminate in admission, employment, or administration of its programs or activities on the basis of race, color, national origin, sex, handicap or disability, age, sexual orientation, gender identity, religion, creed, ancestry, belief, veteran status, or genetic information. Furthermore, Carnegie Mellon University does not discriminate and is required not to discriminate in violation of federal, state, or local laws or executive orders.

Inquiries concerning the application of and compliance with this statement should be directed to the university ombudsman, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone 412-268-1018.

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

Updated 07.17.2019