



Academic Year 2024-2025

**Master of Public Management (MPM)
Student Handbook Addendum**

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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.

While this handbook is specific to your academic experience in the department, it is just one element of the Graduate Student Handbook Suite. There are several other resources within the suite that you should consult when needed:

- [The Heinz College Handbook](#)
- [University-Wide Graduate Student Handbook](#) (Office of Graduate & Postdoctoral Affairs)
- [The Word Student Handbook](#)

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. Departmental Personnel

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4. 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

4.1. Course Commitments and Length of Program

Students complete the MPM program through part-time enrollment (less than 36 units per semester). 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 require approximately 12 hours of work per week. Most part-time students take 1-2 courses each semester (typically 18-24 units) and can complete the program in 2-3 years. However, students have up to five years to finish the program, allowing them to take a slower pace of 6-18 units each semester. They may extend the length up to seven years when due to extenuating circumstances resulting in leaves of absence.

PLEASE NOTE: To be eligible for federal education loans for a particular semester (period of enrollment), Federal Financial Aid guidelines require an MPM

student to enroll in coursework equal to or greater than what the school considers to be half-time enrollment (18 units) for the period of enrollment.

Mini courses are half a semester in length, carry 6 units of credit, and require approximately 12 hours of work per week. A mini either begins at the start of the semester and ends at the midpoint or begins at the midpoint and runs until the end of the semester.

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

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. 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.

Carnegie Mellon Employees who are seeking tuition remission may enroll in up to 2 courses at a time regardless of the course's unit allotment. You will work with your Academic Advisor to ensure your enrollment is eligible for tuition remission.

4.2. 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
90-707	Statistical Reasoning	12	X		
91-804	Financial Analysis for Managers	12	X		
91-800	Organizational Management	12	X		
91-803	Economic Principles of Policy Analysis	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

Students are strongly encouraged to complete their core courses within the first two years of the program. The **recommended sequence** for completing core courses is as follows, but will depend upon your program pace and the semester you began classes. Your academic advisor will provide a recommended core course sequencing plan that should be followed. Your academic advisor should first approve any changes to the recommended sequencing.

4.2.1. Fall Start Recommended Sequence

Semester	No.	Course	Units
Fall 1	90707	Statistical Reasoning	12
Fall 1	91804	Financial Analysis for Managers	12
Spring 1	91803	Economic Principles of Policy Analysis	12
Spring 1	90728	Introduction to Database Management	6
Summer 1	90718	Strategic Presentation Skills	6
Summer 1	91717	Business Writing for Leaders	6
Fall 2	91800	Organizational Management	12
Spring 2	91729	Business Analytics for Managers	6

Spring 2	91819	Optimization and Risk Modeling for Managers	6
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4.2.2. Spring Start Recommended Sequence

Semester	No.	Course	Units
Spring 1	91803	Economic Principles of Policy Analysis	12
Spring 1	90728	Introduction to Database Management	6
Summer 1	90718	Strategic Presentation Skills	6
Summer 1	91717	Business Writing for Leaders	6
Fall 1	90707	Statistical Reasoning	12
Fall 1	91804	Financial Analysis for Managers	12
Spring 2	91729	Business Analytics for Managers	6
Spring 2	91819	Optimization and Risk Modeling for Managers	6
Fall 2	91800	Organizational Management	12

4.3. 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. To fulfill the elective requirements for graduation, you may take relevant graduate-level courses outside of the Heinz College. You can take a maximum of 36 units of graduate-level, degree-relevant courses outside of the Heinz College to count towards your 144 unit minimum. Please reference the [Heinz College Handbook](#) section titled “Registering for Courses Outside of Heinz College” for information about registering for classes outside of Heinz College or CMU and receiving approval for non-Heinz classes to count towards your MPM degree.

4.4. 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 an

official transcript and syllabus for the course to the MPM Program office for consideration. Decisions are made on a case-by-case basis and depend on several 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.

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). Approved transfer credits will be assigned units and a Pass / No Pass grade. Letter grades earned in those courses are not used in the computation of the Heinz College quality point average.

4.5. 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 a [Course Exemption Form](#) online petition form. The student will complete the form and upload appropriate documentation to the form and submit. More information regarding exemptions can be found on the Heinz College [Current Student Website](#).

The documentation required includes copies of syllabi from relevant classes, copies of transcripts reflecting the successful completion of relevant coursework, 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. Specialization Areas

As a student in the Master of Public Management program, you may wish to declare an area of specialization. Focus on a specific field is useful for those currently working in, and for those who wish to pivot into a given field. All specializations require completion of 30 units of specified elective courses.

Defined Specializations

The Heinz College provides descriptions and lists of courses within the following three defined specializations:

- Arts Management
- Health Care Management
- Management and Leadership

Specializations require 30 units of prescribed elective coursework. At least 18 units of coursework must be completed from the specialization course list. The 12 remaining units may be completed from either the specialization course list or from the Management and Leadership specialization course list. Those completing the Management and Leadership specialization will complete all 30 units from that course list.

All 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 additional courses may be offered. You should consult with your advisor for courses that best match your academic and career interests. In addition, consult current course schedules for updated information. Because new courses are often added to the schedule, you may petition to have a course count toward your specialization if not in the current list of approved specialization courses (including daytime classes for those with that flexibility), subject to the approval of the program director.

5.1. Arts Management

The Arts Management specialization enhances students' education by teaching how to think strategically about the environment in which nonprofit arts organizations run and by equipping students with the tools needed for management in the arts, culture and heritage enterprises and related agencies.

Required Curriculum for the Arts Management Specialization

To provide students with fundamental knowledge in areas unique to arts management, students will take at least 18 units of coursework from the specialization course list. The remaining 12 units may be taken from the specialization list or from the Management and Leadership specialization course list.

Arts Management Specialization Courses			
93-831	Introduction to Business Law for Arts Managers	Fall	12 units
93-826	External Relations: Fundraising & Individual Giving	Spring	6 units
93-804	Arts in Education	Spring	6 units
93-812	Presenting Performing Arts & Festivals	Spring	6 units
93-828*	Advanced Topics in Fundraising	Fall	3 units
93-844	Live Music: Touring and Revenue Streams	Spring	6 units

* To enroll in 93-828 Advanced Topics in Fundraising, students must first complete the course 93-826 External Relations: Fundraising and Annual Giving and demonstrate prior experience in fundraising.

5.2. Health Care Management

The Healthcare Management specialization enhances students' education by teaching how to think strategically about the environment in which healthcare is delivered and by equipping students with the analytic tools needed for management across the healthcare verticals.

Required Curriculum for the Healthcare Management Specialization

To provide students with fundamental knowledge in areas unique to healthcare, students will complete 30 units of coursework. Students will take at least 18 units from the specialization course list, including a 6-unit foundation course. The remaining 12 units may be taken from the specialization list or from the Management and Leadership specialization course list.

Healthcare Management Specialization Courses			
<i>Required Foundation Course:</i>			
90-836*	Health Systems	Fall	6 units
<i>Additional Specialization Courses:</i>			
90-861	Health Policy	Spring	6 units
94-705	Health Economics	Fall	12 units
90-834	Health Care Geographical Information Systems	Spring	12 units
94-706	Healthcare Information Systems	Spring	12 units

* 90-836 Systems is a prerequisite for several health care courses and must be completed prior to taking other specialization coursework.

5.3. Management and Leadership

The Management and Leadership specialization is designed to develop students' understanding of management, planning, managerial decision-making, and organizational analysis and development within organizations that pursue public, non-profit, or private interests.

Required Curriculum for the Management and Leadership Specialization

To provide students with fundamental knowledge in management and leadership, students will take 30 units of coursework from the specialization course list.

Management and Leadership Specialization Courses:			
<i>Required Foundation Courses:</i>			
90-731 OR 94-719	Public Budgeting and Finance OR Budgetary Planning and Analysis	Spring Fall	6 units
91-809	Organizational Change	Spring	6 units
94-800	Negotiation	Fall/ Spring/ Summer	6 units

<i>Additional Specialization Courses:</i>			
94-808	Management Consulting	Fall/ Spring	12 units
94-811	Strategy Development	Summer	6 units
94-813	Project Management	Fall	6 units
94-814	Evidence-Based Management	Fall	6 units
94-854	Developing as a Leader	Fall/ Spring	6 units
94-883	Applied Ethical Analysis	Fall/ Spring	6 units
91-864	Leading in a Lean Six Sigma World	Summer	12 units
91-869	Conflict Resolution	Summer	6 units
94-801	Acting for Leadership and Communication	Fall/ Spring	6 units
94-837	Leading with Equity and Inclusion	Spring	6 units