Preface

Welcome to Wayne State University’s Graduate Program in Public Administration!

This handbook is intended to assist you as you proceed through the Master of Public Administration degree program. It provides information on curriculum components, degree requirements, course scheduling, preparation of the Plan of Work, the comprehensive examination, satisfaction of the internship requirement and other matters.

The information provided is intended as a supplement to the Wayne State University Graduate Bulletin. Students are strongly advised to consult the Bulletin for relevant information about University programs, academic rules governing graduate studies, and services available throughout your studies at WSU.

Students are also advised to consult with the Director of the Graduate Program in Public Administration regarding requirements and procedures. Additionally, please do not hesitate to consult with the Director and other faculty members and staff if you have questions or concerns regarding your academic plans or progress. Your concerns and suggestions are extremely important and can influence the way the program evolves. Please share your views – negative or positive– about the program.

We are glad you have chosen to study with us!

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About the MPA Program

History of the Graduate Program in Public Administration

The Graduate Program in Public Administration at Wayne State University is one of the oldest such programs in the nation. Since its inception in 1935, the program has produced hundreds of graduates who have gone on to successful and — in many cases — distinguished public service careers.

Dr. Lent Upson, one of the pioneers in the study of public administration, founded the program in 1935. He also served as the first Director of the Detroit Bureau of Municipal Research — now the Citizens Research Council of Michigan. Along with a Division of Social Work, the program was part of a School of Public Affairs at Wayne State University until 1950 when the Division of Social Work became a separate college. In 1951, the Public Administration Division merged with the Department of Government and became the Department of Political Science. The Graduate Program in Public Administration has been a part of this department ever since.

Reflecting its long and distinguished history, in 1985 the Wayne State Graduate Program in Public Administration became the first such program in Michigan to gain accreditation from the National Association of Schools of Public Affairs and Administration (NASPAA). To be accredited by NASPAA, a program must meet numerous standards for faculty size and quality, content and structure of curriculum, internship opportunities, and educational support resources such as libraries, computing facilities and placement services. The program was reaccredited in 1992, 1999, and again in 2006. It is currently undergoing the reaccreditation process.

Program Mission and Objectives

The mission of the MPA program at Wayne State University is to provide superior graduate education to students aspiring to or committed to public service careers. To that end, the program provides an academically rigorous, political science based curriculum relevant to public policy and public management. The program serves a select group of academically capable pre-service and in-service students and is an integral part of a major urban university that affords unique opportunities for public affairs research and public service.

Pursuant to its mission, the MPA program has established the following teaching, research, and service objectives:

A. Teaching Activities

1. Promote understanding of the political, social, legal, and economic environments in which public organizations operate
2. Provide understanding of, and insight into, the nature of the administrative process and bureaucratic behavior, leadership, and decision making.
3. Promote understanding of quantitative methods of analysis and research methodology required for management and policy analysis and evaluation.
4. Promote a basic knowledge of skills and techniques required to administer effectively public organizations to include such administrative specialties as budgeting, personnel management and policy evaluation.

5. Promote familiarity with the substantive character of, and problems in the implementation of specific areas of public policy.

6. Foster an understanding of values and ethics promoting cultural diversity, democracy, and constitutional principles.

7. Promote written and oral communications skills.

8. Provide high quality instruction to MPA students.

9. Promote the professional development of MPA students.

B. Research Activities

10. Promote the advancement of the discipline through the active participation of faculty in research activities.

11. Engage in research relevant to problems of governance in Michigan and its localities.

C. Service Activities

12. Participate in professional associations/societies.


14. Participate in public service activities.

Program Administration

The Director administers the program with the assistance of the Public Administration Faculty, the Political Science Department’s Academic Services Officer, and other staff. Although reporting to the Chair of the Department, the Director has primary responsibility for admission and advising of students and is available to students on a twelve-month basis.

The Director consults closely with the MPA Faculty regarding program issues. As a member of the Department’s Graduate Committee, the Director also works closely with the Department’s Graduate Director. From time to time, the Graduate Committee is involved in reviewing program modifications or in admission or retention actions. It hears student academic appeals when necessary.
The Structure of the MPA Program

The MPA Components

The MPA degree program consists of four components:

- The core curriculum or required courses
- The concentration coursework
- The comprehensive examination
- The internship (if required)

The Core Curriculum

The core curriculum is designed to provide students with a common body of knowledge and skills central to the work of public managers. This curriculum has evolved with the faculty’s continuous study of NASPAA standards, the practices of other MPA programs and the educational needs of public service professionals. The core consists of 10 courses (30 credits). They are

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PS 5630</td>
<td>Statistics and Data Analysis</td>
<td>4</td>
</tr>
<tr>
<td>PS 7300</td>
<td>Public Administration and its Environment</td>
<td>3</td>
</tr>
<tr>
<td>PS 7320</td>
<td>Organization Theory and Behavior</td>
<td>3</td>
</tr>
<tr>
<td>PS 7330</td>
<td>Public Budgeting and Finance</td>
<td>3</td>
</tr>
<tr>
<td>PS 7340</td>
<td>Public Personnel Management and Labor Relations</td>
<td>3</td>
</tr>
<tr>
<td>PS 7350</td>
<td>Managing Public Organizations and Programs</td>
<td>3</td>
</tr>
<tr>
<td>PS 7375</td>
<td>Professional Development Seminar</td>
<td>1 or 2</td>
</tr>
<tr>
<td></td>
<td>(1 or 2 credits ea., 2 credits total)</td>
<td></td>
</tr>
<tr>
<td>PS 7410</td>
<td>Policy Formation and Implementation</td>
<td>3</td>
</tr>
<tr>
<td>PS 7480</td>
<td>Policy Analysis for Administration</td>
<td>3</td>
</tr>
<tr>
<td>PS 7460 or</td>
<td>Program Evaluation</td>
<td>3</td>
</tr>
<tr>
<td>PS 7660</td>
<td>or</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research Methods in Policy and Politics</td>
<td>3</td>
</tr>
</tbody>
</table>

Sequence of Enrollment

Students should take PS 7300 as early in their program as possible. While students typically take PS 7660 following PS 5630, PS 7660 can be taken first. The order in which core courses are taken may be affected by their availability.

Students generally complete most of the core coursework before taking concentration work, but this pattern may be modified by the scheduling of concentration courses of particular interest to a student.

Core Course Scheduling

Each of the core courses is normally offered at least once during a calendar year.
Concentration Component

The concentration component of the degree permits students to focus on an area of public management or public policy that is of particular interest to them and that complements their professional goals. The concentration coursework may consist of more extensive treatment of topics from the core courses, for example the concentration in Human and Fiscal Resource Management. Or the concentration coursework might consist of courses in areas not treated in core courses, such as Health and Human Services Policy and Management. Alternatively, it might consist of an individually-tailored concentration with the courses in public service areas chosen by the student. In the latter case, the course selection must be approved by the Director.

A concentration consists of a minimum of nine credit hours of coursework (usually three courses). Sometimes concentration work will be taken entirely within the Department of Political Science. More often, however, at least a portion of the work for the concentration will consist of courses offered by other departments or colleges within the University. In a few cases, a concentration that includes a prescribed set of courses, may also qualify the student for a special certificate.

The following are currently offered concentrations. The Appendix lists courses associated with these concentrations, although the information is intended to be illustrative rather than exhaustive:

- Economic Development Policy and Management
- Health and Human Services Policy and Management
- Human and Fiscal Resource Management
- Nonprofit Policy and Management
- Organizational Behavior and Management
- Urban and Metropolitan Policy and Management
- Individually Tailored

Planning a concentration requires consultation with the MPA Director. Students should fill out a Declaration of Concentration form that requires the MPA Director’s signature to be approved. Students planning an interdisciplinary concentration will also need to consult with the appropriate faculty or administrative staff in other departments or colleges to determine the suitability of certain courses—particularly as to whether graduate credit will be awarded or not—as well as information on when the course will be offered.

Students with an interest in gerontology may earn a Graduate Certificate of Gerontology within the MPA degree. These students should consult with the University’s Institute of Gerontology for more information on this opportunity. Students with an interest in economic development with a focus on urban settings may earn a Graduate Certificate in Economic Development within the MPA degree. For more information on this option, students should consult with the Department of Urban Studies and Planning. Certificate options, however, may require that the student take additional coursework outside of the MPA requirements.
Master of Public Administration Degree Requirements and Policies

Credits Required

A minimum of 39 semester hours of graduate course work must be completed to earn the MPA degree. Students who must complete an internship earn a minimum of 42 credits of work. As discussed above, 30 credits are taken in prescribed core coursework. The remaining coursework consists of a minimum of 9 credits in a concentration.

Students with strong statistical or economics training may not need to take PS 5630 Statistics and Data Analysis I and can apply for a waiver. Obtaining this waiver will not decrease the number of hours required for the MPA and the student will need to take a course in lieu of PS 5630. The MPA Director must approve the waiver and the replacement course and the form is available from the Academic Services Officer. The Director may require that a waiver be contingent on obtaining a grade of B or better on a statistics exam used in PS 5630.

Transfer of Credit

Students who have completed some graduate work at another university but have not completed a graduate degree with that coursework may be able to transfer some or all of their graduate credit hours to Wayne State University. However, a minimum of 24 hours of graduate work must be taken in residence at Wayne State University. A student wishing to receive transfer credit—after beginning degree work at Wayne State—must submit a Petition of Graduate Credit to the Director.

Syllabi, reading lists and other relevant course materials, which allow the Director to evaluate the coursework, must be submitted with the Petition. Transfer credit can only be granted for courses in which a grade of B or better was earned. Once approved by the Director, the student presents the Petition along with an official transcript with the course and grade indicated to the Liberal Arts Graduate Office.

Six-Year Rule

All of the requirements for the MPA degree must be completed within six years from the end of the semester in which a student first earned course credit for the degree. For example, if a student’s first term of coursework was Fall 2012, all degree requirements must be completed by the end of the Fall term in 2018.

Under some circumstances, a student may be granted more time to complete the degree. A student must inform the Director in writing of the need for an extension and the justification for it. If an extension seems warranted, the Director will request that the College of Liberal Arts and Sciences Graduate Office grant it. In this case, an extension will normally be approved if the student requests it prior to the expiration of the original six-year period. It is more difficult, however, to obtain approval from the College once the six-year deadline has passed, regardless of the reason(s). In other words, students who anticipate a problem with meeting the deadline
should discuss the situation with the Director as early as possible, prior to the lapsing of the deadline.

**Grade-Point Average**

Students must maintain a grade point average of at least 3.00 to earn the MPA degree. The GPA is calculated based on all graduate work taken at Wayne State—not just coursework taken in the MPA program. Grades earned at other universities and transferred are not included in calculating the GPA. A limited number of credits below 3.00 may be applied to a graduate degree provided such grades are offset by an equal number of credits above 3.00. Graduate students are permitted to repeat only two courses in order to improve their GPA. A student must secure the written permission of the Director as well as the Dean of the Graduate School to repeat a course. This is done by filling out and getting approval of the *Request to Repeat a Graduate Course* form.

If a student’s GPA falls below 3.00, the College of Liberal Arts and Sciences Graduate Office places the student on academic probation. Probation entails an Academic Hold on a student’s registration for subsequent terms. The Graduate Office will release such a hold only upon written request from the MPA Director. Students with a hold must consult with the Director about remediating the situation before the Director can request a release. Often, the student may be asked to retake a course in which a grade of less than B was earned. Normally, students on probation who fail to bring their average up within two semesters will be asked to leave the program. Once the cumulative average exceeds 3.00, the student will be removed from probation.

**Incomplete Grades**

An Incomplete grade is assigned only after a student has obtained approval from his or her instructor prior to the end of the term in which the grade is to be assigned and made arrangements to complete course requirements at the earliest possible opportunity. Generally, an Incomplete grade is appropriate only when the uncompleted coursework is limited to the final examination and/or a final paper. It will not be granted if a student has failed to attend regularly scheduled class meetings during the term. A written contract specifying the work to be completed should be signed by the student and the instructor. A draft template is available at [http://reg.wayne.edu/pdf-forms/incomplete.pdf](http://reg.wayne.edu/pdf-forms/incomplete.pdf).

The student has **one calendar year** from the end of the term in which the “I” was granted to **complete required coursework**. Finishing incomplete coursework in a timely fashion is the responsibility of the student. As noted below, there are no exceptions to this timeline. If the work has not been completed, and the instructor has not reported a regular course grade by the end of one calendar year, the grade of “I” is automatically changed to failing – an “F” – on the transcript. Per university policy, there are no exceptions to this timeline permitted and the grade shall not be changed once the “F” is posted.

An additional extension may be granted if the student has requested such an extension from his instructor prior to the end of the one-year period. The instructor must then request such an extension in writing from the College of Liberal Arts and Sciences Graduate Office. An
extension is typically one semester long, and such an extension is not automatic. The instructor has sole discretion in granting it and is not obligated to do so.

**Dual Election of Courses with University of Michigan**

Wayne State students may enroll in courses at the University of Michigan if the courses fit into their degree programs and if they are unavailable at Wayne State. Such enrollment must be approved in advance by the Chair of the Department of Political Science, the Dean of the College of Liberal Arts at Wayne State, and the department offering the course at the University of Michigan. Forms to permit such registration are available from the Registrar.

**Directed Study**

Students may occasionally wish to register for PS 7950, Directed Study. Registration in PS 7950 permits a student to explore an area not treated in regularly scheduled courses. Students conducting extended research on a specialized topic may also use this option. Registration in PS 7950 will not be approved in lieu of regularly offered core courses except under rare circumstances.

Students pursuing this option must discuss it with the director prior to registration. The student will also likely be required to identify and obtain permission from a faculty member who would be willing to serve in this capacity.

Registration for PS 7950 requires the completion of a *Graduate Directed Study* form, available from the department’s Academic Services Officer. Both the MPA Director and the faculty member who will supervise the Directed Study must sign this form.

**Filling for Graduation**

A candidate for a degree applies for graduation on or before Friday of the fourth week of class in the semester in which he/she expects to complete the requirements for the MPA degree. A candidate may apply on-line through Pipeline or fill out and submit a *Graduate Application for Degree* form to the University’s Graduation Office. If an application for a degree was filed for a previous term in which the student did not graduate, an amended application is necessary.

**The Plan of Work**

Every Master’s student must file a *Plan of Work* form with the College of Liberal Arts and Sciences Graduate Office before the completion of 12 credit hours of graduate work. The applicant is advanced to the status of ‘Candidate’ upon approval of the *Plan of Work*. Students failing to submit a *Plan* will be denied registration in subsequent semesters pending the filing of an approved *Plan*.

In preparing a *Plan of Work*, students should consult with the Director to discuss the logistics of the core courses. It is also an appropriate time to plan a concentration. The *Plan*, which must be
approved by the Director, outlines the courses a student has taken and intends to take in the program.

The Plan of Work form can be obtained from the MPA website, the Director, or the Academic Service Officer. When preparing the Plan of Work form, the student must indicate the following data in the appropriate cells on the form:

- The name of the institution where the course was taken.
- The semester in which the course was taken (or will be taken). For instance: a course taken in Fall 2011 would read F 2011. If the student is not sure when s/he will be taking the course in the future, it may be left blank.
- The department in which the course was taken.
- The course number and course title.
- Total number of course credits. Core courses are listed in the “Core Hrs” column, political science courses in the “Major Hrs” column, and courses taken in other departments in the “Minor Hrs” column.
- Whether the internship requirement (PS 7310, Public Management Internship) has been waived or not waived. Students are required to take the internship unless they have applied for and been granted a waiver in writing. See the section “The Internship Requirement” for a more detailed description.

Students should provide the Director a copy of the Plan of Work form that bears a signature. It is acceptable and preferred to submit the form in electronic format. Plan of Work forms are available from the MPA program website, the MPA Director, or the Academic Services Officer.

A Plan of Work may need to be changed as a student’s goals shift, or in response to a change in course scheduling. This is especially true with concentration courses, which may be offered less frequently. Fortunately, a Plan of Work is easily amended. To amend a Plan, a student should inform the Director of the courses to be added or deleted. The Director will then process the appropriate form to amend the student’s plan. In certifying a student for graduation, the Liberal Arts Graduate Office compares a student’s Plan of Work with the courses on the student’s transcript. If the two differ, the Office will not permit the student to graduate.
The Comprehensive Examination

All students pursuing the Master of Public Administration degree must pass a comprehensive examination, the capstone component of the program. The examination requires a student to integrate and demonstrate a mastery of material from the following core courses:

- PS 7300  Public Administration and Its Environment
- PS 7320  Organizational Theory and Behavior
- PS 7330  Public Budgeting and Finance
- PS 7340  Public Personnel Management and Labor Relations
- PS 7350  Managing Public Organizations and Programs
- PS 7410  Policy Formation and Implementation
- PS 7460  Program Evaluation
  or
- PS 7660  Research Methods in Policy and Politics
- PS 7480  Policy Analysis for Administration

In the examination, students are expected to demonstrate a grasp of important substantive and analytic concepts, to show familiarity with major works in the field, and to integrate and apply important ideas and concepts. Performance standards for the MPA comprehensive examination reflect this expectation.

Eligibility to Take the Examination

*Students are strongly encouraged to take the examination as soon after finishing the core coursework;* concentration courses are not on the exam. Some students may have to retake the examination and taking it early avoids delaying the date of graduation. Except in special circumstances approved by the Director, students may not register to take the examination if they have any incomplete grades on their record or if their grade point average is below 3.0. Students who fail part or all of the examination may retake those parts that they failed. (See Retaking the Examination below).

Examination Schedule

The comprehensive examination is a five-hour written test. It is regularly scheduled on a Saturday morning in October, February and June of each academic year. In exceptional cases, it may be administered at other times to accommodate a compelling student need. Arrangements can be made for students residing some distance from the campus (i.e. outside of Michigan) to take the examination closer to their residence.

Structure of the Examination

The MPA comprehensive examination is drawn from a set of study questions that change from term to term. A study guide that includes the questions is made available to students approximately six weeks prior to the date of the next comprehensive exam. This guide is posted
on a Blackboard site that students can access after they notify the MPA Director that they plan to take the test.

The examination is comprised of two parts, Part A and Part B.

Part A is the case study portion of the examination. For this part, students must analyze and answer questions regarding a management issue encountered in a public service organization. In the study guide, students are provided with two (2) case studies. One of these will appear on the examination.

Part B is the essay portion of the examination. Students must answer two questions that focus upon particular areas of the core curriculum. The study guide contains eight (8) study questions for this part of the exam. Four (4) questions will appear on the exam and students must write passing answers to any two (2) of these four. Typically, questions on Part B relate to public administration theory, public management, personnel management, public budgeting and finance, policy formation, policy implementation, program evaluation, organizational theory and administrative behavior and policy analysis.

Students are encouraged to prepare and bring a bibliography of relevant public administration literature to the exam (See Preparing for the Examination: Information on the Content of the Bibliography).

**Examination Grading**

Each question a student chooses to answer is graded anonymously by two members of the public administration faculty. The answer can be awarded Pass with Distinction, Pass, or Fail. To pass a question, both graders must award the answer either a Pass with Distinction or Pass. If one grader awards a Pass with Distinction or Pass, while the other assigns a Fail, this particular answer is assigned to a third grader. The decision of the third grader is determinative. To pass Part B, students must receive passing grades on both questions answered. If part of the examination is passed, students need retake only the part of the exam they failed if they retake the comprehensive exam the next time it is scheduled.

It normally takes four to six weeks for the exams to be graded. The Director or the Academic Services Officer notifies each student of the results of their exam. After notification, students can review graders’ comments on their answers. Students failing all or part of the exam are especially urged to do this as part of their preparation for retaking the exam. They should also schedule an appointment with the Director to discuss their performance and their plans for retaking the examination.

**Retaking the Examination**

While most students pass both parts of the comprehensive exam the first time they take it, a not insignificant percentage fails one or more questions. Students failing all or part of the examination are automatically entitled to retake the failed section once. A student passing one part of the examination, who retakes the exam the very next time it is scheduled, need only
retake the failed portion. *If the retake is delayed, however, the entire examination must be retaken. A student who fails the examination for a second time must petition the Graduate Committee of the Department for permission to take it a third time.* Such a petition is not automatically approved and the student must present compelling reasons that justify its approval. *If such approval is denied, no further work toward the degree is permitted.*

**Preparing for the Examination**

The content of courses taught by the same instructor often changes over time. Required readings in the current academic year will, in all likelihood, be somewhat different from those used in earlier years. Furthermore, since comprehensive exam questions are often, by design, different from questions on a final exam in a specific course, studying using only core course readings may be insufficient. Hence students preparing for their examination should secure and review syllabi for the most recent offerings of various core courses and for offerings of any core course that might be taught by different instructors. This is especially true for students moving through the program more slowly. Syllabi are available from the political science department office in 2040 FAB and may be posted at a course web site or the MPA program website.

One of the purposes of the comprehensive examination is to assess the ability of students to apply knowledge to more concrete situations. Hence, good answers often require review of materials that go beyond what was assigned in a particular course. While it is impossible to specify infallible guidelines, student experience suggests the following advice in preparing to take the exam:

Waiting to take the examination until the end of one’s coursework is generally unwise since the examination focuses on the core coursework, which is usually taken early in the program. The more time that elapses between the completion of this coursework and sitting for the examination, the more difficult it seems to be for students to do well.

The amount of time necessary to prepare for the exam will vary. Students who have consistently read required readings for their courses will need less time to prepare than others. Students who do well in the exam typically prepare by outlining answers to the study questions. If some time has elapsed since completion of the core courses, the amount of preparation time will increase.

As noted, students may prepare and use for reference a bibliography of relevant, scholarly materials. Entries on the bibliography are limited to the author’s name, the title of the book or article, and other citation information. Students are strongly encouraged to prepare such a bibliography. Aside from jogging one’s memory during the exam, the effort required in preparing it may highlight major gaps in a student’s knowledge. Students who choose to prepare a bibliography must submit a copy of it with their examination answers.

Students planning to take the exam should consult with the Director early in the term prior to taking the exam. The Director can provide insight into how to prepare for the exam and inform the student of any plans to hold groups meetings with those registered for the examination. The Director can also suggest which faculty members to consult on materials relevant to particular study questions.
Finally, MPA students should appreciate that the comprehensive examination has always been an important part of the structure of the Wayne State Graduate Program in Public Administration. Successful completion of the examination reflects a mature knowledge of the role of a public service professional. Coursework is integrated through serious preparation for the exam – which makes the MPA program more than just a series of disparate courses.

**Exam Expectations**

The MPA comprehensive examination has always been an important part of the structure of the Wayne State Graduate Program in Public Administration. Successful completion of the examination requires a mature knowledge of the role of a public service professional. There are general guidelines that students should follow as they construct their answers.

For all answers, students should follow some key principles that, although obvious, are still worth noting. If the exam answers are handwritten they should be legible. Answers should be organized, using paragraph structure and complete sentences and minimal abbreviation. There are no page or citation minimums, but answers should be comprehensive. An answer that merits a grade of “pass” will integrate concepts from different courses, as appropriate, and apply those concepts to concrete situations. One way to assure this is for you to go back through your course notes, re-read the assigned reading, and connect any answers you outline to the coursework.

Part A of the examination is a case study where students are expected to demonstrate that they can utilize concepts and methods to solve a real world problem. In constructing an answer, students should follow some general principles by including the following in the answer:

- Describe the central issue, dilemma, or decision point in the case.
- Describe the relevant facts of the case.
- Appropriately draw upon coursework to weigh the central aspects of the case.
- Utilize literature where appropriate to justify the course of action that is being recommended.

Part B of the examination consists of questions that require students to develop answers based upon relevant coursework. Answers that merit a “pass” will do the following:

- **Answer the question(s).** The best way to answer the question(s) is to present a thesis in the first paragraph and then draw upon this main argument as one progresses through the answer. An answer that merits a grade of “fail” will not answer the question that is asked. Although a student may find it far easier to answer a question and address issues upon which he or she is more familiar, this is not a successful strategy. Students may want to draw up an outline beforehand that covers all of the points required in the question.
- **Acknowledge multiple perspectives.** While the answer should have a point of view, it should also discuss other, possibly competing or complimentary, perspectives. A completely one-sided discussion is not acceptable.
- **Use citations to support arguments.** The answer should utilize insights from sources covered in class. These sources include, but are not limited to, the readings. Some questions may also benefit from incorporating materials from outside of the coursework.
- *Use examples.* It is important for students to demonstrate that they can apply knowledge of abstract concepts and ideas to examples from the real world. For example, a discussion of performance measurement would benefit from a discussion of how the technique could work (or not work) in an organization of interest to the student.

- *Integrate answers.* Many, but not all, of the questions draw upon concepts covered in multiple classes. Be sure to consider this as you outline your answers.
The Internship Requirement

Pre-service students must complete a structured, supervised internship. The purpose of the internship is to offer students an opportunity to both observe and participate in the process of program management or policy analysis. It complements the knowledge and skills acquired through coursework.

Three hours of credit are awarded for the internship under PS 7310. This course will be listed in the core course column on the Plan of Work. This requirement may be satisfied either through a student working as an intern full time for at least 10 weeks or for a minimum of 20 hours per week for at least 15 weeks.

Program rules stipulate that a minimum of 21 credits be earned before a student registers for an internship. The Director may waive this requirement if a very attractive or especially relevant opportunity arises, or if taking the internship prior to the completion of twenty-one hours will expedite completion of a student’s degree.

Waiving the Internship Requirement

There are two conditions under which a student can petition to have the internship requirement waived: Prior experience or an already completed internship in a concentration area. Either of these must occur in a public service organization and the experience must be professional and significant. The student applies for the waiver from the MPA program. Such a waiver requires a letter from the student describing the nature of any past or current professional experience, along with a statement from the relevant supervisor(s). If the Director judges the work experience to have met the objectives of the internship requirement, the Director will approve the request for a waiver. Students granted a waiver should indicate this on their Plan of Work. They should also complete the Internship Waiver form, available from the program website, the MPA Director, or the Academic Services Officer.

Identifying Internship Opportunities

Wayne State University’s location in the midst of a major metropolitan area provides MPA students with a diversity of internship opportunities that few programs can match. Nevertheless, finding the appropriate internship for each student can be a challenge. For this reason, students who need to complete an internship should consult with the Director well in advance of the semester they plan to fulfill this requirement. In this way, students will have a greater choice in selecting an internship. The Director can also aid the student in preparing a resume, in developing interviewing skills, and in securing an internship. The MPA program regularly receives and posts on the program’s email list information on internship opportunities in the Detroit area and elsewhere.

The final responsibility for securing an internship rests with the student. It is his/her responsibility to prepare a resume and make it available to the MPA Director and potential internship sponsors, to arrange interviews with agencies offering internships, and to negotiate the specific terms of the internship, including hours, duties and remuneration.
In general, paid internships are preferable. However, remuneration alone should not cause a student to either reject or select an internship. An internship should be chosen (or rejected) based on the quality of experience it offers and the extent to which it advances the professional goals of the student.

The Internship Agreement

After securing an internship, but before registering for PS 7310 and before beginning the internship, the *Internship Learning Agreement* must be completed. This spells out the nature of the position, the proposed duties or responsibilities, and collateral reading and written assignments. The student, the MPA Director and the intern’s workplace supervisor must sign this form, which clarifies performance expectations and provides the Director with some authority should an intern report that assigned duties are far different from those spelled out in the contract.

Students will be assigned an Internship Advisor who is responsible for guiding the student’s internship experience. The Internship Advisor is a faculty member with expertise and experience in the area selected for the internship.

Internship Requirements

During the course of an internship, each student must maintain and make available to the Internship Advisor copies of an internship log. Students should also be prepared to talk by telephone or meet periodically with the Internship Advisor to discuss internship-related problems, issues and experiences. Finally, they should prepare and discuss with the Internship Advisor an Internship Report (2-3 pages, single spaced), which relates internship experiences. The Report helps to ascertain the student’s ability to apply the conceptual and analytical tools acquired in the program to evaluating his/her managerial internship. It also gives the student the opportunity to develop a systematic evaluation of the agency or organizational unit where the internship took place and the internship itself as a tool for expanding the student’s managerial skills and knowledge. Finally, the Report helps to appraise the host organization for future internships.

At the completion of the internship, the workplace supervisor must assess the intern’s performance and forward the report to the Internship Advisor. It is the student’s responsibility to see that this is done.

The Internship Log and the Internship Report

As mentioned previously, interns are required to keep a log of their experiences. The log should include a description and analysis of the intern’s duties as well as observations on activities and experiences taking place at the workplace. Notes might also relate how these experiences and duties relate to coursework taken in the MPA program. These notes can be drawn on in completing the Internship Report. A grade for the internship will be posted only after the Internship Report requirement has been satisfied.
The Internship Report should be written in the style of a technical report. The student must incorporate a comprehensive and systematic analysis of the internship experience. An effort should be made to incorporate the student’s views about the relevancy of the skills and knowledge acquired in the program to the actual experience of working in an organizational setting in a managerial capacity.

The internship is a very important component of the Wayne State MPA degree program, providing valuable experience that can enhance future employment prospects. Sometimes interns who impress their host organizations are offered permanent positions.
Career Planning and Placement

As noted, student consultation with the Director on career goals occurs as part of the process leading to the development of a student’s Plan of Work. Students who are undecided about career direction or location preference should make special appointments with the Director early in their first semester.

Students thinking about their career goals are encouraged to visit the web site of the National Association of Schools of Public Affairs and Administration (NASPAA). A student section at that website profiles the career of persons who have earned the MPA degree. There is also a listing of job opportunities available at PublicServiceCareers.org, a website that is a joint venture of NASPAA, the American Society for Public Administration (ASPA), and the Association for Public Policy Analysis and Management (APPAM).

The program also attempts to help graduating students secure career positions. The Director’s Office receives job postings from various sources. Materials such as these are posted to the MPA student email list and on the bulletin board outside of the Director’s office.

Skills such as resume writing and interviewing can be acquired through Wayne State’s Career Services Office (http://careerservices.wayne.edu). The MPA Director and Academic Services Officer do not arrange interviews with prospective employers or act as agents for job placements. Their placement role is primarily informational. However, students may interview with prospective employers through Career Services. From time to time, public employers do schedule interviews with graduate students in the Department of Political Science and elsewhere on campus.

As mentioned earlier, in some cases students are offered permanent positions by the agency where the internship was served.

The Presidential Management Fellowship Program

The Presidential Management Fellowship program was established by Executive Order in 1977. It is designed to attract outstanding graduate students from a variety of academic disciplines who have an interest and commitment to a career in the analysis and management of public policies and programs within the federal government. The U.S. Presidential Management Fellowship Program is a fast track means of entry and advancement into a Federal government career.

Assignments as a Presidential Management Fellow (PMF) may involve domestic or international issues, technological changes, criminal justice, health research, financial management and various other fields in support of public service programs. Federal departments and agencies strive to provide interns with challenging and rewarding assignments. All cabinet departments and more than 50 federal agencies have hired Presidential Management Interns.

Individuals eligible to be nominated for the PMF Program are graduate students from a variety of academic disciplines completing or expecting to complete a master’s or doctoral-level degree from an accredited college or university during the current academic year.
Interested students should contact the Director to register and participate in a competitive nominating process that insures fair and open competition among all interested and eligible students. The MPA program will also notify students via the email list when the annual announcement is released, usually every fall.

Applications for the PMF program are available by early September. Students interested in obtaining a PMF application should contact the MPA Director. PMF program information can also be obtained from USA/JOBS, the government-wide automated employment information system found at http://www.usajobs.gov.

Individual and group interviews are held in February. PMF awards are announced in late March or early April. A PMF normally begins employment with a federal agency in the summer. All degree requirements must be completed by the time that a PMF begins employment.
MPA Program Activities

The program sponsors various activities designed to facilitate student interaction with fellow students, alumni and faculty; to recognize academic excellence; and to provide forums outside the classroom for the discussion of public policy and management issues.

Fall Graduate Reception

Each Fall, the Department of Political Science hosts a late afternoon reception for new and returning graduate students in the Department’s several graduate degree programs. This reception provides an opportunity for students to interact with fellow students, with program alumni and with program faculty. The reception is often the occasion for recognizing outstanding student performance, including the awarding of scholarships.

Recognizing Student Achievement

The MPA Program recognizes outstanding students in several ways. Students and alumni with strong academic records are eligible for induction into Pi Alpha Alpha, the national honorary society for public affairs and administration. A substantial number of students have been inducted into this prestigious honorary society.

The Alfred M. Pelham Scholarship honors the memory of a public servant with a long and distinguished career in Wayne County and Detroit government who was also a member of the faculty of the Graduate Program in Public Administration. At least one scholarship is awarded annually to encourage and facilitate graduate study in public administration, especially by minority students.

The David H. Shepherd Scholarship honors the memory of another public servant with a long and distinguished career. David H. Shepherd was a long time mayor of Oak Park, Michigan. This scholarship is awarded annually to an MPA student.

In alternate (odd-numbered) years, the Department of Political Science awards an MPA student the Jorge Tapia-Videla Award, a scholarship that honors a former Director of the MPA program.

Lent Upson Lecture and Public Administration Awards Reception

Each spring, the Department of Political Science, the Citizens Research Council of Michigan and other sponsors host the Lent Upson Lecture. The invited lecturer is a prominent academic or practitioner in the field of public administration. The lecture is followed by a reception, where the program honors one of its alumni, awards the Alfred M. Pelham and David H. Shepherd Scholarships, and inducts outstanding MPA and Ph.D. students into Pi Alpha Alpha.

Public Administration Newsletter and Web Site

Periodically the Program publishes and distributes a newsletter to alumni, current students and friends of the program. It includes news on the achievements of current students and alumni, on
the activities of faculty, as well as information on the program of use to current students. Since
the news gathering process for the newsletter is informal, students and alumni are encouraged to
inform the Director of items of personal or professional interest.

The MPA web site is a valuable resource for past and current students. Often, information will
appear on the web site first. Students can access the MPA web page at
http://www.clas.wayne.edu/mpa.

Advisory Board

An Advisory Board facilitates the program’s relations with the practitioner community in the
Detroit metropolitan area. Members have important managerial or policymaking roles in local
and state government as well as in nonprofit organizations. The Board advises the Program
faculty on curriculum, employment trends, student recruitment, and continuing education and
training needs.
Conclusion

As noted in the introduction, this handbook is designed to address many of the major issues that MPA students will confront as they pursue the degree. This handbook should be used in conjunction with the most recent addition of the *Wayne State University’s Graduate Bulletin*. When a discrepancy exists between the two, information found in the *Bulletin must be deemed correct.*

While it is hoped this handbook will facilitate your understanding of the rules and procedures governing the MPA degree, it is not intended as a substitute for personal advisement. Students are encouraged to consult with the Director, with the Department’s Academic Services Officer, or with particular members of the Program Faculty as the need arises.
Appendix: Concentration Profiles

Please be advised that many of the courses listed below are cross-listed under several university departments. Please consult the *Graduate Bulletin* for this information.

**Economic Development Policy and Management**

**Objective**: This concentration is designed to prepare students for public service careers in various organizations that engage in economic development and planning activities in the context of urban and metropolitan settings. These careers are found in state government, in larger local governments, and in nonprofit and private organizations that conduct research or provide services in these areas. In addition to pursuing a concentration in this area, MPA students may choose to also earn a Graduate Certificate in Economic Development offered through the College of Liberal Arts and Sciences. This certificate requires an MPA student to take two additional courses beyond the 9 credit hours required for the concentration.

**Curriculum:**

*Required Course for Concentration*

PS 6440  Regional, State and Urban Economic Development: Policy and Administration (Cr. 3) [Cross-listed as UP 6550 and ECO 6650]

*Additional Work Selected From Among*

PS 6700  Financial Management for Nonprofit Organizations (Cr. 3)
PS 7210  Approaches to the Study of Urban Politics (Cr. 3)
PS 7240  Urban Public Policy (Cr. 3)
PS 7250  Seminar in Urban Administration (Cr. 3)
PS 7460  Program Evaluation (Cr. 3)
ACC 7100  Financial Accounting for Managers (Cr. 3)
ECO 7810  Urban/Public Economics II (Cr. 4)
ELR 8500  Strategic Analysis of North America Labor and Human Resource Issues (Cr. 3)
MKT 7460  International Business (Cr. 3)
UP 5110  Urban Planning Process (Cr. 3)
UP 5310  Current Planning Practice (Cr. 4)
UP 5420  Internal Structure of the City (Cr. 4)
UP 5520  Industrial Geography (Cr. 4)
UP 5620  Marketing Geography (Cr. 4)
UP 6210  Urban Design Elements (Cr. 3)
UP 6310  Real Estate Development (Cr. 3)
UP 6350  Housing Policy and Programs (Cr. 3)
UP 6510  Urban and Regional Systems (Cr. 4)
UP 6520  Transportation Policy and Planning (Cr. 4)
Health and Human Services Policy and Management

Objective: This concentration is designed to prepare students for public service careers in various health care organizations. These include public agencies such as the National Institute of Health, public agencies that deliver health care services as part of their mission, such as the Veterans Administration, state and local public health departments, and publicly owned hospitals, and regulatory agencies. They include organizations that deliver health care services such as home health care agencies, health clinics, and hospitals. They include organizations that insure, manage, or pay for health care services including insurance companies, PPOs, and HMOs. They include organizations that provide health care management and consulting services of various types.

Curriculum:

Required Course for Concentration

PS 7430 Health Care Policy in the United States (Cr. 3)

Additional Work Selected From Among

PS 6700 Financial Management for Nonprofit Organizations (Cr. 3)
ANT 5400 Anthropology of Health and Illness (Cr. 3)
ANT 6450 Culture, Health Policy and AIDS (Cr. 3)
ECO 7550 Economics of Health Care I (Cr. 3-4)
ECO 7560 Economics of Health Care II (Cr. 4)
FPH 7100 Introduction to the Organization and Administration of Community Health Services (Cr. 3)
FPH 7320 The Social Basis of Health Care (Cr. 3)
FPH 7380 Gerontological Health Care (Cr. 3)
FPH 7400 Survey of Health Economics (Cr. 3-4)
ISM 7993 Total Quality Management in Health Care Cr. 3)
SOC 5360 Introduction to Medical Sociology (Cr. 3)
SOC 6750 Sociology of Urban Health (Cr. 3)
SW 8740 Mental Health Services: Policy Analysis and Formulation (Cr. 3)
**Objective:** This concentration is designed to prepare students for public service careers in “back office” functions of public and nonprofit organizations: human resources and financial management. The MPA program, through its required courses, provides all students with a solid grounding in these topics. This concentration enables students to broaden and deepen their knowledge and skills in dealing with issues and problems in these areas.

**Curriculum:**

*Course Work Selected From Among*

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<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tr>
<td>PS 5890</td>
<td>Dispute Resolution (Cr. 3)</td>
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<td>PS 6020</td>
<td>Intergovernmental Relations and American Federalism (Cr. 4)</td>
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<td>PS 6340</td>
<td>Public Sector Labor Relations (Cr. 3)</td>
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<td>PS 6700</td>
<td>Financial Management for Nonprofit Organizations (Cr. 3)</td>
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<td>ACC 7188</td>
<td>Government and Not-for-Profit Accounting (Cr. 3)</td>
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<td>ACC 7100</td>
<td>Financial Accounting for Managers (Cr. 3)</td>
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<td>School Personnel Administration (Cr. 4)</td>
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<td>Labor Relations Law in North America (Cr. 3)</td>
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<td>Employment Relations Law in North America (Cr. 3)</td>
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<td>Strategic Analysis of North American Labor and Human Resource Issues (Cr. 3)</td>
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<td>MGT 7750</td>
<td>Labor Relations and Collective Bargaining (Cr. 3)</td>
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<td>MGT 7770</td>
<td>Union Contract Administration (Cr. 3)</td>
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<td>MGT 7780</td>
<td>Concepts and Processes of Dispute Resolution 1: Negotiating Theory and Practice (Cr. 3)</td>
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<td>PSY 5540</td>
<td>Motivation in the World of Work (Cr. 3)</td>
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<td>PSY 7510</td>
<td>Criterion Development and Performance Evaluation: Theory and Research (Cr. 3)</td>
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<td>PSY 7520</td>
<td>Selection and Placement: Theory and Research (Cr. 3)</td>
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<td>PSY 7560</td>
<td>Theory and Research on Leadership and Executive Development (Cr. 3)</td>
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<tr>
<td>PSY 7570</td>
<td>Theory and Research on Industrial Motivation (Cr. 3)</td>
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Nonprofit Policy and Management

Objective: This concentration is designed to prepare students for public service careers in nonprofit organizations, an area in which a growing percentage of MPA graduates have an interest. Professionals in such organizations possess skills in leadership, the recruiting and managing of volunteers, fundraising, grant writing, evaluation research, and financial management.

Curriculum:

Required Course Work for Concentration

PS    6700  Financial Management for Nonprofit Organizations (Cr. 3)

Additional work selected from Among

PS    6020  Intergovernmental Relations and American Federalism (Cr. 3)
PS    6710  Introduction to Nonprofit Organizations (Cr. 3)
PS    6720  Marketing, Development, and Grant Writing for Nonprofit Organizations (Cr. 3)
PS    6730  Topics in Nonprofit Organizations (Cr. 3)
PS    7460  Program Evaluation (Cr. 3)

Organizational Behavior and Management

Objective: This is one of the more general of the concentrations and is designed for students preparing for leadership and management positions in public service organizations. Students select from a broad array of courses that deal with the challenges of managing, and techniques useful in managing, complex public service organizations.

Curriculum:

Course Work Selected From Among

PS    5890  Dispute Resolution (Cr. 3)
PS    6120  Administrative Law and Regulatory Politics (Cr. 3)
PS    6700  Financial Management for Nonprofit Organizations (Cr. 3)
MGT    7620  Complex Organizations (Cr. 3)
MGT    7630  Organizational Change and Development (Cr. 3)
MGT    7640  Management of Human Resources (Cr. 3)
MGT    7710  Leadership of Technical Organization (Cr. 2)
PSY    6550  Training and Employee Development (Cr. 3)
PSY    7550  Psychological Analysis of Organizations (Cr. 3)
PSY    7560  Theory and Research on Leadership and Executive Development (Cr. 3)
PSY    7580  Theory & Research on Organizational Change & Development (Cr. 3)
Urban and Metropolitan Policy and Management

Objective: This concentration is designed to prepare students for public service careers in organizations focusing upon urban and metropolitan problems. Governmental organizations include city and county governments, special districts, and government corporations. Nonprofit organizations include churches, civic associations, hospitals, interest groups, research organizations, universities, municipal associations, unions, and planning agencies. Profit-making organizations include large corporations with public affairs departments, and chambers of commerce.

Curriculum:

Required Course for Concentration

PS  7240   Urban Public Policy (Cr. 3) OR
PS  7250   Seminar in Urban Administration (Cr. 3)

Course Work Selected From Among

PS  6020   Intergovernmental Relations and American Federalism (Cr. 3)
PS  6340   Public Sector Labor Relations (Cr. 3)
PS  6440   Regional, State and Urban Economic Development: Policy and Administration (Cr. 3) [Cross-listed as UP 6550 and ECO 6650]
PS  6700   Financial Management for Nonprofit Organizations (Cr. 3)
PS  7210   Approaches to the Study of Urban Politics (Cr. 3)
ECO 6510  Advanced Public Finance (Cr. 4)
ECO 6800  Urban and Regional Economics I (Cr. 4)
SOC 6750  Sociology of Urban Health (Cr. 3)
SOC 6850  Political Economy of the Urban Ghetto (Cr. 3)
UP  5420   Internal Structure of the City (Cr. 4)
UP  5520   Industrial Geography (Cr. 4)
UP  5650   Metropolitan Detroit (Cr. 4)
UP  6700   Geographic Information Systems (Cr. 4)
UP  7100   Seminar in Michigan/Ontario Planning Issues (Cr. 3)

Elective Option (Individually Tailored)

Objective: The elective option allows students to tailor their own concentration to suit a specific career goal. An example would be a student who wishes to pursue a public service career within an organization that is involved internationally (consulates, interest groups, trade groups, non-governmental organizations).

Curriculum: Student selects courses in consultation with the Director.