

ADVANCED MANAGEMENT AND FINANCE CONCENTRATION

The concentration in Advanced Management and Finance enables students to deepen the policy and management analytic skills they are exposed to in the core curriculum. Students receive rigorous training in public and nonprofit finance. They also learn management innovation tools such as total quality management, reengineering, benchmarking, strategic planning, electronic communication and commerce, performance management, and team management. Thus, the concentration provides Executive MPA graduates with the latest cutting-edge management and finance skills in demand in today's rapidly changing public sector.

Required Courses

Students must take at least one of the following core courses for the Advanced Management & Finance concentration (3 Points):

	Points
Please select at least one of the following:	
EMPA U6036 Strategic Corporate Social Responsibility	3
EMPA U6025 Ethics for Public Leadership	3

Concentration Electives

In addition to the core course, students must select 8 of the following courses to complete the Advanced Management & Finance concentration (24 Points):

	Points
EMPA U6015 Public Finance	3
EMPA U6020 Public Sector Marketing, Strategic Planning, and Communication	3
EMPA U6223 Political Environment of Policymaking	3
EMPA U6270 Affordable Housing Development	3
EMPA U6272 Housing and Community Development	3
EMPA U6415 Nonprofit Management and Finance	3
EMPA U6425 Communicating in Organizations	3
EMPA U6600 Economic Setting of Public Policy	3
EMPA U8300 Strategy, Community Partnerships, and Philanthropy	3
EMPA U9225 Public Management Innovation	3

2-Year Sample Program

Two-Year Option with Advanced Management & Finance concentration

Year 1					
Fall	Points	Spring	Points	Summer	Points
SIPA U6005		3 EMPA U8216		3 EMPA U9225	3
EMPA U6310		3 EMPA U8201		3 EMPA U6223	3
EMPA U8213		3 EMPA U6272		3 EMPA U6600	3
9		9		9	

Year 2					
Fall	Points	Spring	Points	Summer	Points
EMPA U6010		3 EMPA U6025		3	
EMPA U6020		3 EMPA U9500		3	
EMPA U6015		3 EMPA U6415		3	
9		9		9	

Total Points: 45

3-Year Sample Program

Three-Year Option with Advanced Management & Finance concentration

Year 1					
Fall	Points	Spring	Points	Summer	Points
SIPA U6005		3 EMPA U8216		3 EMPA U6600	3
EMPA U8213		3 EMPA U8201		3	
6		6		3	

Year 2					
Fall	Points	Spring	Points	Summer	Points
EMPA U6010		3 EMPA U6025		3 EMPA U9225	3
EMPA U6310		3 EMPA U6425		3	
6		6		3	

Year 3					
Fall	Points	Spring	Points	Summer	Points
EMPA U6020		3 EMPA U9500		3 EMPA U6223	3
EMPA U6015		3 EMPA U6430		3	
6		6		3	

Total Points: 45

EMPA U6015 Public Finance. 3.00 Points.

Priority Reg: Executive MPA. Public Finance will introduce the nuances of the US municipal financing market from the perspective of issuers, investors and intermediaries. Students will learn about traditional fixed rate bond structures, but will also look at innovative financing techniques that have been implemented in recent years. In-depth discussions of interest rate markets and their impact on financing will be a key area of study. The growing pressures of public sector pensions are influencing how states and municipalities manage their budgets, and are under increased scrutiny by market participants; as such, pension accounting will be a focus area for the class as well. Financial distress and municipal bankruptcy will be examined through case studies of recent high profile issuers, such as the City of Detroit and the Commonwealth of Puerto Rico. The class is intended to prepare students to be versed in the fundamental concepts underpinning capital markets as they relate to municipalities and non-profit corporations, and to provide a knowledge base that can be utilized in practice in their careers

Term	Section	Call Number	Instructor	Times/Location
Fall 2024	001	16026	Brian Kennedy	T 6:10pm - 8:00pm 411 International Affairs Bldg

EMPA U6020 Public Sector Marketing, Strategic Planning, and Communication. 3 Points.

This course deals with how public and non-profit agencies interact with their external environment: how they generate revenue, and develop *brand identity*. The class further discusses the application of private sector marketing techniques to non-profit and governmental organization as well as methodologies and uses of strategic planning in the public sector. (Spring semester only)

EMPA U6025 Ethics for Public Leadership. 3.00 Points. Not offered during 2023-2024 academic year.

The purpose of this course is to explore, identify and detail the connectivity between good governance and the realization of social wellbeing, economic justice and environmental health. Occurring in many forms, corruption is currently a worldwide phenomenon that impedes the realization of human rights, economic development and environmental stewardship by obstructing the rule of law and the administration of justice, whether subtly or blatantly. The meaningful and functional institution of anti-corruption measures depends upon an understanding of both attitudinal and transactional deficiencies in human affairs across many dimensions of malpractice in public service. Attitudinal deficiencies are often intangible, as in cases of narcissistic disorder, normalized collusion and cultural hypocrisy. Transactional deficiencies are often tangible, as in cases of immediate conflict of interest, ranging from gifts and bribes, to self-dealt compensation and investment, besides nepotism, cronyism and favoritism; and intermediate conflict of interest, ranging from undue influence to campaign contributions, voter suasion and lobbyist support, in exchange for regulatory loopholes, waivers, earmarks, bailouts, subsidies, permits and contracts, besides perquisites such as honoraria, board directorships and revolving-door career advancements. The course has four primary sections, each addressing in three subsections a domain or theater of ethics, which is distinct from but interconnected with the others. The first section addresses ethics in discourse, particularly the contemporary need to frame ethics in global, scientific and practical terms. The second addresses ethics in leadership, especially the current debates about the traits, authenticity and efficacy of leaders. The third section addresses ethics in management, including the peculiar hazards or pathologies of its main forms: loyalty-based, science-based, and behavior-based management. The last section of the course addresses ethics in society, including three critical sets of values that are significantly determinate with regard to achieving good governance: public, civic and social values, associated with governmental, nonprofit and for-profit organizations.

EMPA U6036 Strategic Corporate Social Responsibility. 3.00 Points.

Priority Reg: Executive MPA. This course will introduce students to the global context of CSR through comparative business perspectives. After considering the theoretical frameworks for undertaking CSR activities the course will address a number of public policy issues facing globalizing companies through a series of case studies. Under examination is the manner in which business and ethical considerations have impacted upon different social, labor, and environmental challenges. We will be asking students to consider: to what extent such factors have been, and will be, part of the corporate strategy decision-making process; why companies are having to adapt (or not) to different pressures; and whether they might sometimes be going above and beyond the standards required by regulation

Term	Section	Call Number	Instructor	Times/Location
Fall 2024	001	16027	Todd Jacobson	M 6:10pm - 8:00pm 324 International Affairs Bldg

EMPA U6272 Housing and Community Development. 3 Points. Not offered during 2023-2024 academic year.

This course is a broad overview of evidence based and outcome focused practice of housing and community development work currently underway to address poverty from a municipal perspective. The topics range across the health and human services domain, with an eye toward how mayors exercise their authority at a local level to tackle issues ranging from affordable housing and homelessness, to the reduction of social disparities for marginalized populations. Taught by the former Deputy Mayor for Health and Human Services for Mayor Michael Bloomberg, the course draws on the current literature in the field and profiles initiatives in NYC and other cities around the globe.

EMPA U6415 Nonprofit Management and Finance. 3 Points. Open to EMPA Students Only

How to organize, lead and fund nonprofit organizations. The course provides an overview of key issues in not-for-profit accounting and a summary of the main legal issues that are crucial to effectively manage a nonprofit organization. The ability to communicate evaluations and conclusions of situations, especially to audiences not trained in policy and management analysis, is stressed throughout the semester.

EMPA U6425 Communicating in Organizations. 3.00 Points.

Priority Reg: Executive MPA. Communicating in Organizations is a survey course that explores aspects of day-to-day managerial communication relating to presentations and other high-profile moments and more familiar elements of interpersonal communication. The course uses many teaching techniques: short lectures, individual and group exercises, video-recorded presentations, role plays, case discussions, video clips, and writing assignments. It is highly experiential, with exercises or presentations scheduled in most sessions. Initially, we'll focus on the communication skills and strategies that help you present your ideas to others. I'll ask you to do two benchmark assignments—a letter and a brief presentation—to assess the abilities you bring to the course. In several of our class sessions, you'll be the one "in front of the room," delivering either a prepared talk or brief, impromptu comments. Such assignments will allow you to develop your skills as a presenter. I'll also discuss the link between listening and speaking, showing you how developing your listening skills will improve your effectiveness as a speaker. And we'll explore several elements of visual communication, including how to design effective visual aids and written documents. To communicate effectively in such roles as coach, interviewer, negotiator, or facilitator, you need to be skilled at listening, questioning, observing behavior, and giving feedback. We'll practice each of these skills in-class exercises and assignments. The Social Style instrument will provide detailed feedback about how others view your communication style. You'll discover how style differences may lead to miscommunication, missed opportunities, or mishandled conflict

Term	Section	Call Number	Instructor	Times/Location
Fall 2024	001	16032	Joann Baney	Th 6:10pm - 8:00pm 402b International Affairs Bldg
Spring 2025	001	11267	Joann Baney	Th 6:10pm - 8:00pm 402b International Affairs Bldg

EMPA U6430 Organizational Behavior. 3 Points.

This course explores both timeless and topical issues for senior managers in governmental, not-for-profit, and for-profit enterprises viewed through the lenses of organizational behavior ("OB"). As senior managers mobilize for change or reform, how do the issues of individual motivation, group wherewithal, and organization capacity affect the prospects for change, shape options, and frame action – and what should managers do next? These are the central questions of the course. We have little interest in answers that are disconnected from the realities of practice. Our goal, rather, is to provide mid-career practitioners who are intent on lifting organization performance and transforming service or product delivery with tactical, practical, and actionable insights they can use every day. Grounded in OB research and theory, and rooted firmly in current practice, organizational reality, and the wisdom of experience (peers and others), this class will help you become a more effective leader, and develop the insight, skills and behaviors you will need to succeed.