Institute for Public and Nonprofit Studies

The Institute for Public and Nonprofit Studies (IPNS) serves as the focal point for scholarship, teaching, and service in the fields of Public Administration and Public Policy at Georgia Southern University, throughout southeast Georgia, and beyond. The IPNS was founded with the mission to advance excellence in public and nonprofit management.

The IPNS offers the Master of Public Administration (M.P.A.) degree and a graduate Certificate in Public and Nonprofit Management. Emphasizing both the theoretical foundations and practical application of the field, the institute’s academic programs prepare pre-service students for a career in public service, as well as provide advanced training to mid-career practitioners.

Public and Nonprofit Studies Degree


Public and Nonprofit Studies Certificate


PBAD 7030 Selected Topics in Public and Nonprofit Management
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines specific topics in public and nonprofit management not addressed by other courses. May be repeated once as topics change.

PBAD 7130 Ethics for Public Serving Organizations
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines the experiences, approaches, and strategies for confronting and solving problems. An emphasis is placed on accountability and responsibility of public service, the methods of moral reasoning and the connection to behavior, decision-making and ethical situations.

PBAD 7133 Administrative Law
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines the intersection of public administration and the law, giving particular attention to U.S. Supreme Court decisions pertaining to the constitutional and statutory authority of agencies, rulemaking, policy enforcement, administrative transparency, judicial deference, judicial review, and the law of public employment. Extensive attention will be given to both the relationship between courts and modern administrators and the ways in which elements of administrative law and the practice of public administration can be integrated.

PBAD 7134 Public and Nonprofit Sector Management
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course provides insights and skills necessary to manage and lead agency operations. It focuses on management processes such as setting strategic direction, communications, conflict resolution, performance management, and the management of partnerships with the private and nonprofit sectors.

PBAD 7230 Budgeting in Public Service Organizations
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines both politics and techniques used in formulating and implementing budgets by federal, state, and local governments in the United States. It provides a bridge between budgeting theory and practice and its relationship to the administrative processes of control, management, and planning.

PBAD 7232 Public and Nonprofit Financial Management
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course provides a theoretical and practical introduction to financial analysis and management in the public sector, particularly at the state and local level. Topics include processes, tools and methods used in financial planning and control of public and nonprofit entities, including cost estimation, strategies for long-term and short-term investing, and financial statement analysis utilizing critical performance indicators.

PBAD 7233 Information Technology for Public Serving Organizations
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course provides a guide to the electronic delivery of government information and services and the management of information technology in the public sector. Topics include the digital divide, information security, privacy, transparency and accountability issues, and evaluation of government’s use of social media in the provision of service to citizens.

PBAD 7235 Leadership of Public Organizations
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines the extensive literature on successful leadership in public agencies. Particular attention is given to identifying strong leadership practices and distilling principles of exemplary leadership.

PBAD 7330 Intergovernmental Relations
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
Examines the interaction between the federal, state, and local levels of government in the United States. Special attention is given to the constitutional and fiscal relationships between these levels of government and the historical evolution of the nature of the relationships.

Cross Listing(s): POLS 7330.

PBAD 7331 Local Government Management
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines the political and administrative processes of cities, counties, and other units of local government in the United States. Special focus will be placed on the city manager’s relationship with elected officials and the execution of policy.

PBAD 7333 Diversity Issues in Public Serving Organizations
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines the ways in which human differences affect the work of public managers within organizations and with the public. Special attention is given to representative bureaucracy and the challenges of serving an increasingly diverse public.

PBAD 7335 Urban Management
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines the problems confronting public managers in large municipalities and the unique responsibilities of urban governments. Special attention will be paid to policy areas such as transportation, housing, social welfare, public safety, and infrastructure management.

PBAD 7336 Comparative Public Management
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines public administration through two differing viewpoints—domestic and international. Special attention is paid to the unique problems and circumstances surrounding domestic and international governments and how they relate to and differ from each other.

PBAD 7337 Environmental Management and Policy
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course provides an overview of environmental and natural resource management in the United States. Particular attention will be paid to the topics of federalism and cooperation. Issues of regional importance will also be covered, including water quality and availability, regulation and monitoring compliance, sustainable growth, and management within overlapping jurisdictions.

Cross Listing(s): POLS 7337.
PBAD 7338 Managing Economic Development
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines the strategies, tools, and techniques used by local, state, and national governments to generate economic growth in and revitalization of economically-depressed areas as well as maintaining economic growth in stable areas.

PBAD 7339 Community Organization and Engagement
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines the history and theory behind the practice of community organizing, civic engagement, and public participation. Provides students with practical and effective community organization skills and civic engagement strategies.

PBAD 7430 Public Human Resource Management
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines the functions, policies, and techniques of human resource management in public and nonprofit organizations.

PBAD 7431 Organizational Behavior
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines human behavior in organizations, with a focus on practical application of theories related to the management of individuals and groups within public-serving institutions.

PBAD 7432 Non-Profit Administration
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines the management of nonprofit organizations, with a focus on areas of management most different from the public sector, such as legal requirements, ethics, board governance, strategic management, and financial management.

PBAD 7530 Research Methods For Public Serving Organizations
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines quantitative techniques for public administration. Emphasis will be placed on understanding and using techniques appropriate to categorical analysis and the simple linear model. Students will also be exposed to research design, measurement, and the use of computer program packages appropriate to the public and nonprofit sectors.

PBAD 7531 Public Program Evaluation
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines the design and implementation of policy and program evaluation in public and nonprofit agencies. Special attention is given to developing logic models, selecting appropriate research designs, and monitoring agency operations through performance measurement. The mechanics of cost benefit and cost effectiveness analysis are examined.

PBAD 7532 Public Policy
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines how public policy is developed, implemented, and evaluated with special attention being given to policy formulation, analysis, and interpretation.

PBAD 7533 Geographic Information Systems and Public Planning
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines the practice of urban, regional, and state planning with focus on the use of geographic information system (GIS) applications for state and local decision-making. Includes an introduction to the scope, theories, and politics of planning.

PBAD 7631 Foundations of Public Administration
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course is an introductory graduate seminar that surveys the field of public administration. This course explores the historical foundations and theories of public administration as well as the diverse political, social, and economic contexts within which they exist. Attention will be given to key themes in mainstream public administration.

PBAD 7632 Public Safety Management
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
Provides the basis principles for important systems in the field of public safety management. Law enforcement, jail administration, fire safety, emergency services, and hazard and disaster response.

PBAD 7633 Correctional Management
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
Examines the correctional system, the correctional process, and the management of penal institutions. Provides an in-depth examination of prison management and the interface of the institutions with the court and the community. Studies management of community programs and special challenges.

PBAD 7634 Juvenile Justice Management
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
Examines the context of the administration of a Juvenile Justice system through history, philosophy, and law. Encompasses the systematic process from diversion programs to incarceration.

PBAD 7635 Police Organization and Management
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
Examines the managerial and leadership tasks of the police agency’s chief executive officers. Particular emphasis will be on assessment and evaluation of policies, procedures, and budgets. Other topics will include organizational structure and design, planning, decision making, communication, and change.

PBAD 7636 Administration of Justice
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
Examines the legal structure which supports the criminal system. Current and future problems of law enforcement will be discussed including judicial process, community relations, and civil liberties.

PBAD 7638 Capstone Seminar
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course provides an introduction to the fundamentals of governance, trusteeship, and executive leadership in nonprofit sector organizations. The course will examine critically the principal models, processes, and practices used in governing nonprofit organizations and the relationships between the governing boards and executive leaders of such organizations.

PBAD 7651 Organization Development
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines the theoretical basis of organization development (OD) and demonstrates how OD technologies can be applied to public and nonprofit sector organizations for improving organizational quality and performance.

PBAD 7652 Board Governance and Executive Leadership
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
The course provides an introduction to the fundamentals of governance, trusteeship, and executive leadership in nonprofit sector organizations. Special attention is given to the economic, political and philanthropic theories of the nonprofit sector.

PBAD 7653 Foundations of the Nonprofit Sector
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This is a seminar course that surveys the history, scope and role of the nonprofit sector. Special attention is given to the economic, political and philanthropic theories of the nonprofit sector.

PBAD 7654 Strategic Planning
3 Credit Hours. 3 Lecture Hours. 0 Lab Hours.
This course examines the principal models, processes, and practices used in strategic management, familiarizing students with an essential management skill. The course focuses on the key internal and external factors that drive strategic management decisions within nonprofit and governmental organizations, including leadership, external resources, and stakeholders.
PBAD  7655  Grant Writing  3 Credit Hours.  3 Lecture Hours.  0 Lab Hours.  
This course provides the basics of grant writing including identifying potential funding sources, creating goals and evaluation plans, and grant contract management.

PBAD  7730  Internship in Public Administration  3 Credit Hours.  0 Lecture Hours.  0 Lab Hours.  
This course requires students to intern in a professional capacity with either a governmental or nonprofit organization based on his or her area of concentration in the M.P.A. program. The internship requires a minimum of 300 hours working in the organization.

PBAD  7731  Local Government Practicum  3 Credit Hours.  3 Lecture Hours.  0 Lab Hours.  
This course is intended to offer students experience conducting research and policy analysis for local government. Projects are proposed by municipalities within the southeastern region of Georgia and students are allowed to choose projects aligned with their interests. Students work individually, or in pairs on larger projects, under the direction of the course instructor. This course expands research skills, enriches understanding of local government policy processes, and exposes participants to issues they are likely to face when employed in local government.

PBAD  7890  Directed Reading  1-3 Credit Hours.  0 Lecture Hours.  0 Lab Hours.  
A structured set of readings and assignments mutually designed by the student and the instructor on a specific area of public management.

PBAD  8131  Survey of Public Administration for the In-Career Professional  3 Credit Hours.  3 Lecture Hours.  0 Lab Hours.  
This course is a required component of the Certificate in Public and Nonprofit Management. This course serves to provide in-career professionals with an introduction to the literature in the field of Public Administration, supplementing existing practical experience with a theoretical foundation. Practitioners’ experiences will be utilized to underscore political and legal constraints faced in public management and the important distinction between the public, nonprofit, and private sectors.

PBAD  8132  Theory and Practice of Public and Nonprofit Management  3 Credit Hours.  3 Lecture Hours.  0 Lab Hours.  
This course is a required component of the Certificate in Public and Nonprofit Management. The purpose of this course is to provide in-career professionals with the insights and skills necessary to manage and lead agency operations. It focuses on management processes such as setting strategic direction, communications, crisis management, the management of partnerships with the private and nonprofit sectors, and the management of information technology.  
Prerequisite(s): A minimum grade of "B" in PBAD  8131.

PBAD  8133  Human Resource Management for the In-Career Professional  3 Credit Hours.  3 Lecture Hours.  0 Lab Hours.  
This course is a required component of the Certificate in Public and Nonprofit Management. The course provides in-career professionals with an examination of the functions of human resource management and the challenges it faces in American government and society.  
Prerequisite(s): A minimum grade of "B" in PBAD  8131.

PBAD  8134  Ethics of Administration for the In-Career Professional  3 Credit Hours.  3 Lecture Hours.  0 Lab Hours.  
This course is a required component of the Certificate in Public and Nonprofit Management. The course focuses on the experiences, approaches, and strategies employed by in-career professionals when confronting and solving problems. An emphasis is placed on accountability and responsibility of public and nonprofit managers for maintaining appropriate behavior and ethical decision making.  
Prerequisite(s): A minimum grade of "B" in PBAD  8131.

PBAD  8135  Theory and Practice of Public and Nonprofit Budgeting  3 Credit Hours.  3 Lecture Hours.  0 Lab Hours.  
This course is a required component of the Certificate in Public and Nonprofit Management. This course provides in-career professionals with exposure to the techniques used in formulating and implementing budgets in the public and nonprofit sectors. Attention is also given to the principles of financial management. Prerequisite(s): A minimum grade of "B" in PBAD  8131.