Master of Science in Public Policy and Management – Global Program
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1. INTRODUCTION

This handbook provides specific information on the curriculum and program requirements for the Master of Science in Public Policy and Management Global Program. CMU-A also publishes a separate handbook which details campus-wide policies and procedures pertaining to educational planning, program committee, teaching, scheduling and course credit, performance standards, academic standing, ethics and discipline, student privacy rights and major forms and deadlines. Students should familiarize themselves with both handbooks as they include information that is critical for your success. Both handbooks can be obtained through the Senior Director of Academic and Institutional Development and via the CMU-A website and portal.

2. LEARNING OUTCOMES

The Master of Science in Public Policy and Management (Global) program is designed to educate innovative, ethical leaders who create and implement policy, manage organisations effectively, transform organisations, and develop new solutions to important social issues.

You will gain strong problem solving skills – both quantitative and qualitative, that will allow you to develop effective policies and you’ll have opportunities to gain experience in leadership and real-world applications of your public affairs management coursework.

At completion of the MSPPM Global program, you will be able to competently:

- Assume positions in policy development, implementation and evaluation, and manage these functions in government, non-profit organisations, international organisations and the private sector
- Implement skills in all aspects of management, including general management, leadership, organisation management, strategic planning, financial management, human resource management, and IT management
- Utilise training grounded in theory and practical application of theory Work in organisations in developed countries and countries with emerging economies
- Understand how to analyse data and make effective management decisions
- Look beyond traditional paradigms, looking instead to non-traditional path-breaking solutions
- Advance the public interest by utilising exceptional analytical, quantitative and technical skills
3. CURRICULUM

The Master of Science in Public Policy and Management (Global) program provides a unique educational and life experience for students as the program is taught across Carnegie Mellon’s Australia and Pittsburgh campuses.

The MSPPM Global is a program that gives you an international perspective by learning in the United States and Australia with a strong focus on the Asia Pacific region. You will spend your 1st and 2nd study periods in Australia, a 3rd study period undertaking a 12 week internship in either Australia or internationally and your 4th and 5th study period in Pittsburgh.

The Global MSPPM program features a unique interdisciplinary curriculum of analytical and quantitative studies. Students are empowered to customise their degree by selecting from a variety of course electives carried out via coursework and independent study. We are widely recognised for our unique interdisciplinary environment, encouraging work across departmental lines. As a result, our MSPPM graduates enter the world with the ability to solve complex problems.

The Global MSPPM program requires you to study 198 units in total comprising 144 units worth of core courses (including a 12 unit Systems Synthesis Project) and 54 units of elective courses. This combination of courses allows you to tailor the program to your career and interest needs by selecting relevant elective course whilst studying core courses which provide a core foundation of skills and knowledge.

Full-time students complete the program over five study periods. Students commence in the August (Fall) intake. Each study period is the equivalent to 12-13 weeks of study and usually comprises a total of approximately 48 units. Each course is awarded either 6 or 12 unit weighting. Therefore, you can study a combination of 6 and 12 unit courses to meet your program requirements.

For successful completion of the MSPPM program, students must complete

- A total of 198 units, comprising:
  - 144 units of core requirements (including a 12 unit Systems Synthesis project)
  - 54 units of electives
- a 400-hour (spread over 10-12 weeks) internship
- achieve a cumulative quality point average (QPA) of at least 3.0
- Attendance of at least three convocations during your studies at CMU-A.
## Course requirements

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Units</th>
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<td>Fall &amp; Spring (Australia)</td>
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<td><strong>Core Courses</strong></td>
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<tr>
<td>90-705</td>
<td>Policy Analysis I</td>
<td>12</td>
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<td>90-710</td>
<td>Applied Economic Analysis</td>
<td>12</td>
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<td>Statistical Methods</td>
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<td>90-724</td>
<td>Financial Analysis</td>
<td>12</td>
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<tr>
<td>90-728</td>
<td>Introduction to Database Management</td>
<td>6</td>
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<tr>
<td>91-820</td>
<td>Strategic Planning</td>
<td>12</td>
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<tr>
<td>94-700</td>
<td>Organizational Design &amp; Implementation (Mini 1 or Mini 2)</td>
<td>6</td>
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<tr>
<td>94-702</td>
<td>Professional Writing (Mini 1 or Mini 2)</td>
<td>6</td>
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<tr>
<td>94-718</td>
<td>Strategic Presentation Skills (Mini 1 or Mini 2)</td>
<td>6</td>
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<tr>
<td>94-728</td>
<td>Business Intelligence and Analytics</td>
<td>6</td>
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<tr>
<td>95-760</td>
<td>Decision Making Under Uncertainty</td>
<td>6</td>
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<tr>
<td></td>
<td><strong>Elective Courses</strong></td>
<td>6-12</td>
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| Summer | | |
| 90-900 | Internship (400 hours) | 0 |

| Fall or Spring (Pittsburgh, PA) | | |
| | | |
| 90-747 | Cost Benefit Analysis | 6 |
| 90-, 91-or 94-xxx | Advanced Policy (your choice of 12 units among many courses) | 12 |
| 90-, 91-or 94-xxx | Advanced Methods (your choice of 18 units among many courses; CBA counts toward requirement) | 18 |
| xx-xxx | Electives: more if exempt from core courses | 42 |
| 90-7xx | Systems Synthesis (spring semester of second year; your choice of several) | 12 |

| Total Core | 144 |
| Total Electives | 54 |
| Total Units | 198 |

*Note: students must ensure all required pre-requisites are met prior to enrolment.*

The electives above represent only a selection of available electives. Elective courses will be offered in a variety of areas related to the technology of business information and communication technology. These courses will be offered by resident faculty as well as by faculty from other CMU campuses through short-term visits and distance learning.
4. **SYSTEMS SYNTHESIS**

Systems Synthesis projects allow students to apply the diverse skills developed in the classroom to a “real world” problem with a “real world client” in the design of a specific functioning public or non-profit sector system. The term “system” refers to the fact that the particular entity studied has an identifiable objective or function and consists of several interacting components, and the word “synthesis” refers to the fact that the desired output is an integrated design, drawing on multiple disciplines, for improved operation of that system.

In a Systems Synthesis project, you will work in a group to structure a problem, do appropriate analysis using quantitative and analytical tools, generate recommendations to solve or ameliorate the problem, and present the analysis and recommendations to the client in both written and oral form. Increasingly, the written form consists of websites with summaries for stakeholders as well as downloadable materials such as reports. The experience will be designed to sharpen your problem-solving skills and skills in working effectively in groups.
5. **INTERNSHIP**

**Overview**

The completion of a 400-hours internship (usually spread over 10 – 12 weeks) is a graduation requirement.

All Global MSPPM students are required to spend the summer following their first year in the program gaining professional experience in management and analysis by working in a public agency, non-profit organization, or private firm.

The internship duties must have significant educational value that directly relates to the program. The internship will train students in ways significantly different from classroom instruction. By working in a professional environment, students will solidify mastery of knowledge gained in coursework, refine career interests, and establish personal networks which might lead to later career opportunities. The internship also provides the faculty with feedback about the relevance of the curriculum and the effectiveness of the teaching program.

Students will not receive academic credit for the internship but it will be reflected on their academic transcript as a course with Pass/No Pass grade. The Internship form needs to be approved before the beginning of the internship by CMU-A Programs team.

**Securing an Internship**

Students are responsible for securing a suitable internship. The CMU-A Programs team provides assistance through counseling, workshops on resume preparation and interview skills, and listings of potential internships. Students can discuss their situation on a one to one basis and are encouraged to attend workshops that cover the essential skills for finding the right internship.

Before a student begins their internship, they must file an Internship Approval Form with the CMU-A Programs team on [http://www.heinz.cmu.edu/jobs-and-internships/students/index.aspx](http://www.heinz.cmu.edu/jobs-and-internships/students/index.aspx) and receive approval for the internship. Students will not be permitted to graduate if they accept or begin work at an internship which does not meet the program standards.

Once the internship has been approved, students will be registered for the zero-unit internship course. Students will not receive academic credit for the internship, but it will be reflected on their transcript as a course with P/F grade. If a student plan to exempt the internship, they will need to complete the Petition for Course Exemption.
**Internship Standards**

Students must complete an internship as an integral part of the degree program. Minimally, this requires 400 hours (spread over 10-12 weeks) of full time employment that has formal supervision, is professional in nature, includes work that is of importance to the organization, and has significant educational value.

During the course of the internship, the CMU-A Programs team will contact the supervisor to discuss students’ progress. The CMU-A Programs team will also get in touch with a student during their internship to discuss their progress and any problems that arise. Students must notify the CMU-A Programs team of any significant changes to the internship, such as length, location, hours of work.

At the end of the internship, the CMU-A Programs team will request that the supervisor complete an evaluation form about the intern’s performance. They will also ask interns for a one-page self-evaluation of how the internship fulfilled the educational goals of the program and a short description of the employing organization, including a list of contact names, tasks and responsibilities that were cultivated. The CMU-A Programs team will discuss these evaluations with each student personally to provide the appropriate feedback.

Based on the supervisor’s evaluation, the contact between the supervisor and the student, and the self-evaluation, the CMU-A Programs team will advise the Faculty Committee if a student has satisfactorily completed the internship requirement. If a student does not successfully complete an eligible internship, they will have to complete one before they will be eligible to graduate.

The CMU-A Programs team encourages students to advise any job opportunities within the internship organization which might be available for future graduates or interns. These descriptions will be maintained for reference by both first and second year students.

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6. **CONVOCATIONS**

Convocation is a regular forum in which students have an opportunity to discuss and learn about a variety of issues. The purpose of CMU-A convocation program is to inspire, motivate and open student’s thoughts to new ideas and areas. While topics are concentrated in the areas IT and PPM, the university actively seeks leaders that are leaders in their fields and have something to contribute to all-around education for our students from convocations. Sessions feature guest speakers, including those who lead organisations, analyse and develop policy as well as those who innovate in non-traditional ways.

This is a zero-credit course, with no assignments, but required attendance. Global MSPPM students should attend at least three convocations during their studies at CMU-A.
7. ACADEMIC INTEGRITY

Plagiarism and other forms of academic misrepresentation are viewed as extremely serious matters. Misrepresentation of another’s work as one’s own is widely recognized as among the most serious violations. The violation is clearly flagrant when it occurs as plagiarism on a required paper or as cheating on an examination, including take-home as well as in-class examinations. The punishment for such offenses can involve being dropped from your program. There are many other ways in which violations can occur. The circumstances and the rules may vary for different courses, and each instructor will establish his or her own rules for a particular course. Each student is responsible for understanding these rules.

The University policy on Cheating and Plagiarism is posted on Carnegie Mellon’s website at: http://www.cmu.edu/student-affairs/theword/acad_standards/integrity.html.

For comprehensive information and resources regarding Academic Integrity please go to: www.cmu.edu/academic-integrity

Definitions

The University’s definition for cheating and plagiarism and should be reviewed in its entirety on-line: http://cmu.edu/policies/documents/Cheating.html

Cheating occurs when a student avails her/himself of an unfair or disallowed advantage which includes but is not limited to:

1. Theft of or unauthorized access to an exam, answer key or other graded work from previous course offerings.
2. Use of an alternate, stand-in or proxy during an examination.
3. Copying from the examination or work of another person or source.
4. Submission or use of falsified data.
5. Using false statements to obtain additional time or other accommodation.
6. Falsification of academic credentials.

Plagiarism is defined as the use of work or concepts contributed by other individuals without proper attribution or citation. Unique ideas or materials taken from another source for either written or oral use must be fully acknowledged in academic work to be graded. Examples of sources expected to be referenced include but are not limited to:

1. Text, either written or spoken, quoted directly or paraphrased.
2. Graphic elements.
3. Passages of music, existing either as sound or as notation.
5. Scientific data.
6. Concepts or material derived from the work, published or unpublished, of another person.
Unauthorized assistance refers to the use of sources of support that have not been specifically authorized in this policy statement or by the course instructor(s) in the completion of academic work to be graded. Such sources of support may include but are not limited to advice or help provided by another individual, published or unpublished written sources, and electronic sources. Examples of unauthorized assistance include but are not limited to:

1. Collaboration on any assignment beyond the standards authorized by this policy statement and the course instructor(s).
2. Submission of work completed or edited in whole or in part by another person.
3. Supplying or communicating unauthorized information or materials, including graded work and answer keys from previous course offerings, in any way to another student.
4. Use of unauthorized information or materials, including graded work and answer keys from previous course offerings.
5. Use of unauthorized devices.
6. Submission for credit of previously completed graded work in a second course without first obtaining permission from the instructor(s) of the second course. In the case of concurrent courses, permission to submit the same work for credit in two courses must be obtained from the instructors of both courses.

University Procedures for Dealing with Academic Integrity Violations

Carnegie Mellon’s policy on Academic Disciplinary Actions Overview for Graduate Students is the university procedure that describes procedures for disciplinary actions against graduate students in cases of alleged violations of academic regulations.

This procedure should be reviewed in its entirety on-line:
http://www.cmu.edu/academic-integrity/documents/academic-disciplinary-actions-overview-for-graduate-students.2013.pdf

In any presentation, creative, artistic or research, it is the ethical responsibility of each student to identify the conceptual sources of the work submitted. Failure to do so is dishonest and is the basis for a charge of cheating or plagiarism, which is subject to disciplinary action.

If a student fails a course because of a cheating violation and then retakes the course, both the failing grade and the new grade will be used in evaluations of academic standing and the calculation of the student’s QPA.

Any student who violates the academic integrity policy may not be a Student Representative, Teaching Assistant, Officer of a student club/organization and cannot graduate from the college with highest distinction or distinction or serve as commencement speaker. Per University policy, all academic integrity violations will be reported to the Heinz College Associate Dean and Carnegie Mellon’s Dean of Student Affairs.

Cases of cheating and plagiarism will be reviewed by the Dean, who may impose additional penalties. Students should understand clearly that such offenses are not tolerated at Carnegie Mellon. A first offense could result in being dropped from your program. In the event of a second offense, you will be dropped from your program.

Generally, sanctions resulting from an Academic Disciplinary Action take effect immediately, regardless of whether an appeal is filed.
Additional requirement at Carnegie Mellon University Australia campus

All students enrolling for programs at the campus in Adelaide are required to attend one of the two sessions programmed on Academic Integrity during their Orientation Week. At the end of that session, students will be asked to sign two documents. The first is an acknowledgement that they have attended the session. The second is an acknowledgement that they have understood the information presented on both the definitions of violations of academic integrity and the consequences of those violations.

Questions regarding the graduate policies and/or procedures pertaining to cheating and plagiarism should be directed to Professor Tim O’Loughlin at 8110 9923, 0419 822 915 or tolossen@australia.cmu.edu

Summary of practical actions

The actions students should take are:

- Make sure you understand the definitions of cheating, plagiarism and unauthorised assistance as set out in this document
- Study carefully the specific requirements of each course instructor as set out in the outline for each course. If in any doubt, raise queries with the instructor at the earliest opportunity
- Familiarise yourself with the consequences of breaches of academic integrity
- Refer any questions of the general policies referred to in this document to Professor Tim O’Loughlin, Senior Director, Academic and Institutional Development.