Master of Science in Public Policy and Management
Five Semester Track (2 years)
Contents

1. Introduction 3
2. Mission Statement 3
3. Curriculum 3
4. Academic Integrity 5
5. Systems Synthesis 8
6. Internship 8
7. Convocations 9
1 INTRODUCTION
This handbook provides specific information on the curriculum and program requirements for the Master of Science in Public Policy and Management 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 Institutional Development and via the CMU-A website and portal.

2 MISSION STATEMENT
The mission of the Master of Science in Public Policy and Management program is to educate innovative, ethical leaders who create and implement policy, manage organizations effectively, transform organizations, and develop new solutions to important social issues.

Students in the MSPPM should be able to:
- Describe the theoretical foundations of government, public policy development and adoption and professional management;
- Develop and apply technical and analytical tools, skills and techniques in real world projects;
- Become leaders who function effectively in diverse groups and operate in an increasingly connected world.

We achieve this mission through:
- Rigorous yet practical, innovative curricula and programs; An academic community that values diversity, promotes creative thought, and mandates ethical behavior;
- Individual attention to the needs and aspirations of all students; and
- A culture that nurtures personal commitment to serve the public interest.

3 CURRICULUM
You will complete the MSPPM program in three consecutive semesters, excluding summer semester. The MSPPM curriculum is structured with a set of Common Core courses, a set of Advanced Course requirements, and free electives. In order to successfully complete the MSPPM program, you must complete the following:
- 198 units of course credit;
- 138 units of core requirements (unless you exempt them);
- 60 units of elective coursework;
- Minimum of 12-week internship; and
- Achieve a cumulative quality point average of at least 3.0.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy Analysis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>90-710</td>
<td>Applied Economic Analysis I</td>
<td>12</td>
</tr>
<tr>
<td>90-738</td>
<td>Applied Economic Analysis II</td>
<td>12</td>
</tr>
<tr>
<td>90-711</td>
<td>Statistical Methods</td>
<td>12</td>
</tr>
<tr>
<td>90-705</td>
<td>Policy Analysis I</td>
<td>12</td>
</tr>
<tr>
<td>90-706</td>
<td>Policy Analysis II</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>Convocation</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Internship</td>
<td>0</td>
</tr>
<tr>
<td>Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>94-700</td>
<td>Organizational Design and Implementation (ODI)</td>
<td>6</td>
</tr>
<tr>
<td>95-760</td>
<td>Decision Making Under Uncertainty</td>
<td>6</td>
</tr>
<tr>
<td>90-747</td>
<td>Cost Benefit Analysis</td>
<td>6</td>
</tr>
<tr>
<td>91-820</td>
<td>Strategic Planning</td>
<td>12</td>
</tr>
<tr>
<td>Technology and Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>91-802</td>
<td>Information Systems for Managers</td>
<td>12</td>
</tr>
<tr>
<td>Finance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>94-724</td>
<td>Financial Analysis for Managers</td>
<td>12</td>
</tr>
<tr>
<td>Or</td>
<td></td>
<td></td>
</tr>
<tr>
<td>95-715</td>
<td>Financial Accounting</td>
<td></td>
</tr>
<tr>
<td>And</td>
<td></td>
<td></td>
</tr>
<tr>
<td>95-716</td>
<td>Principles of Finance</td>
<td></td>
</tr>
<tr>
<td>Project Application</td>
<td></td>
<td></td>
</tr>
<tr>
<td>90-740</td>
<td>Systems Synthesis</td>
<td>12</td>
</tr>
<tr>
<td>Communication</td>
<td></td>
<td></td>
</tr>
<tr>
<td>94-718</td>
<td>Strategic Presentation Skills</td>
<td>6</td>
</tr>
<tr>
<td>94-702</td>
<td>Professional Writing</td>
<td>6</td>
</tr>
<tr>
<td>Electives</td>
<td></td>
<td>60</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>198</td>
</tr>
</tbody>
</table>
4 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](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
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 toloughlin@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.
5 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.

6 INTERNSHIP

All 5-semester track 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. Your internship duties must have significant educational value.

Your internship will train you in ways significantly different from classroom instruction. By working in a professional environment, you will solidify the knowledge gained in your CMU-A coursework, refine career interests, and establish personal networks that might lead to later career opportunities. You also can earn income. The internship also provides the faculty with feedback about the relevance of the curriculum and the effectiveness of the teaching program.

The completion of an internship is a graduation requirement.

Securing an Internship

You 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. You can make an appointment at any time to meet with the staff to discuss your situation and you are encouraged to come to workshops that cover the essential skills for finding the right internship.

Internship Standards

Minimally, the internship requires the equivalent of 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.

Before beginning the internship, students must complete the online “Career Services Internship
Reporting Form” for approval: [http://www.heinz.cmu.edu/jobs-and-internships/students/index.aspx](http://www.heinz.cmu.edu/jobs-and-internships/students/index.aspx)

The internship will be verified with the students’ supervisors and then approved. Students must notify the CMU-A Programs team of any significant changes in their internships, such as length, location, hours of work, etc.

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 plans to exempt the internship, they will need to complete the Petition for Course Exemption.

Near the end of the internship, the Programs team will request that your supervisor complete an evaluation form about your performance during the summer. You will also be asked to complete a self-evaluation. Based on the supervisor’s evaluation, the Programs team will be advised if you have satisfactorily completed the internship requirement. If you do not successfully complete an eligible internship, you will have to complete one before you can graduate.

The Programs team encourages you to notify them of job opportunities within your internship organization which might be available for future Heinz College graduates or interns. The Office will maintain these descriptions for reference by both first and second year students.

7 CONVOCATIONS

Convocation is a regular forum in which students have an opportunity to discuss and learn about a variety of issues. The purpose of CMUA 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.